

URBAN/MUNICIPAL

CA4 ON HBL W26

A36

1993

AGENDAS OF THE  
PERSONNEL & ORGANIZATION  
COMMITTEE  
JAN 14/93







URBAN/MUNICIPAL

CA4 ON HBL W26  
A36

1993

A G E N D A

PERSONNEL & ORGANIZATION COMMITTEE

1993 01 14

GENERAL

NEW BUSINESS:

1. Recommendations of the Director of Education Page 1
2. (a) Staffing Report Page 2  
(b) Report on Supply Teachers Pages 3 to 4

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

1. Report on Status of Reduction of Educational Assistants Hours

NEW BUSINESS:

1. Recommendations of the Director of Education Pages 5 to 6



5771



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 01 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil
2. **PERMANENT STAFF APPOINTMENTS** - Nil
3. **PROMOTIONS** - Nil
4. **INTERNAL APPOINTMENTS** - Nil
5. **TIMETABLE CHANGES** - Nil
6. **RETIREMENTS** - Nil
7. **LEAVING EMPLOYMENT** - Nil
8. **LEAVES**  
**Return from Leave of Absence**  
(a) That Jean Friesen (Senior Accounting Analyst - Budget Department, Clerical and Technical Staff) be returned from her Leave of Absence, effective 1992 12 14.
9. **OCCASIONAL STAFF APPOINTMENTS** - Nil
10. **OTHERS** - Nil

Respectfully submitted,

K. A. Rielly  
for  
D. W. Goodridge,  
Director of Education  
and Secretary







**ADDED RECOMMENDATIONS****GENERAL****3. PROMOTIONS**

(a) That Katharine Hibbins be appointed to the temporary position of Coordinator (Family Studies), effective 1993 02 01 to 1993 06 30, with salary according to the salary schedule. (Replacement)

**5. TIMETABLE CHANGES**

(b) That Clause 5(a) of the December Report of the Personnel and Organization Committee regarding the timetable of Darlene Bennett-Bauer be changed to read:

That the timetable of Darlene Bennett-Bauer (Psychological Consultant, Professional Student Services Personnel) be changed from 1.0 to .6, effective 1993 01 04 to 1993 06 30, with salary according to the salary schedule.

**6. RETIREMENTS**

(a) That the resignation of William Oja for the purpose of retirement from the position of Buyer, Clerical and Technical Staff, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid.

**8. LEAVES****Leave of Absence**

(a) That the request of Denise Dawson (Auditor & Special Program Assistant, Administrative Staff) for a Leave of Absence, effective 1993 01 25 to 1993 05 21, be granted.

**Return from Leave of Absence**

(a) That Clause 8(a) be changed to read "Administrative Staff".

## ANNUAL REPORT AND FINANCIAL STATEMENTS

### FINANCIAL STATEMENTS

#### 1. BALANCE SHEET

The following table shows the balance sheet of the Corporation as at the end of the year 1957-1958. The figures are in thousands of dollars.

#### 2. INCOME STATEMENT

The following table shows the income statement of the Corporation for the year 1957-1958. The figures are in thousands of dollars.

The following table shows the statement of changes in equity of the Corporation for the year 1957-1958. The figures are in thousands of dollars.

#### 3. RETAINED EARNINGS

The following table shows the retained earnings of the Corporation for the year 1957-1958. The figures are in thousands of dollars.

#### 4. CASH FLOW

The following table shows the cash flow of the Corporation for the year 1957-1958. The figures are in thousands of dollars.

#### 5. SUPPLEMENTAL INFORMATION

The following table shows the supplemental information of the Corporation for the year 1957-1958. The figures are in thousands of dollars.

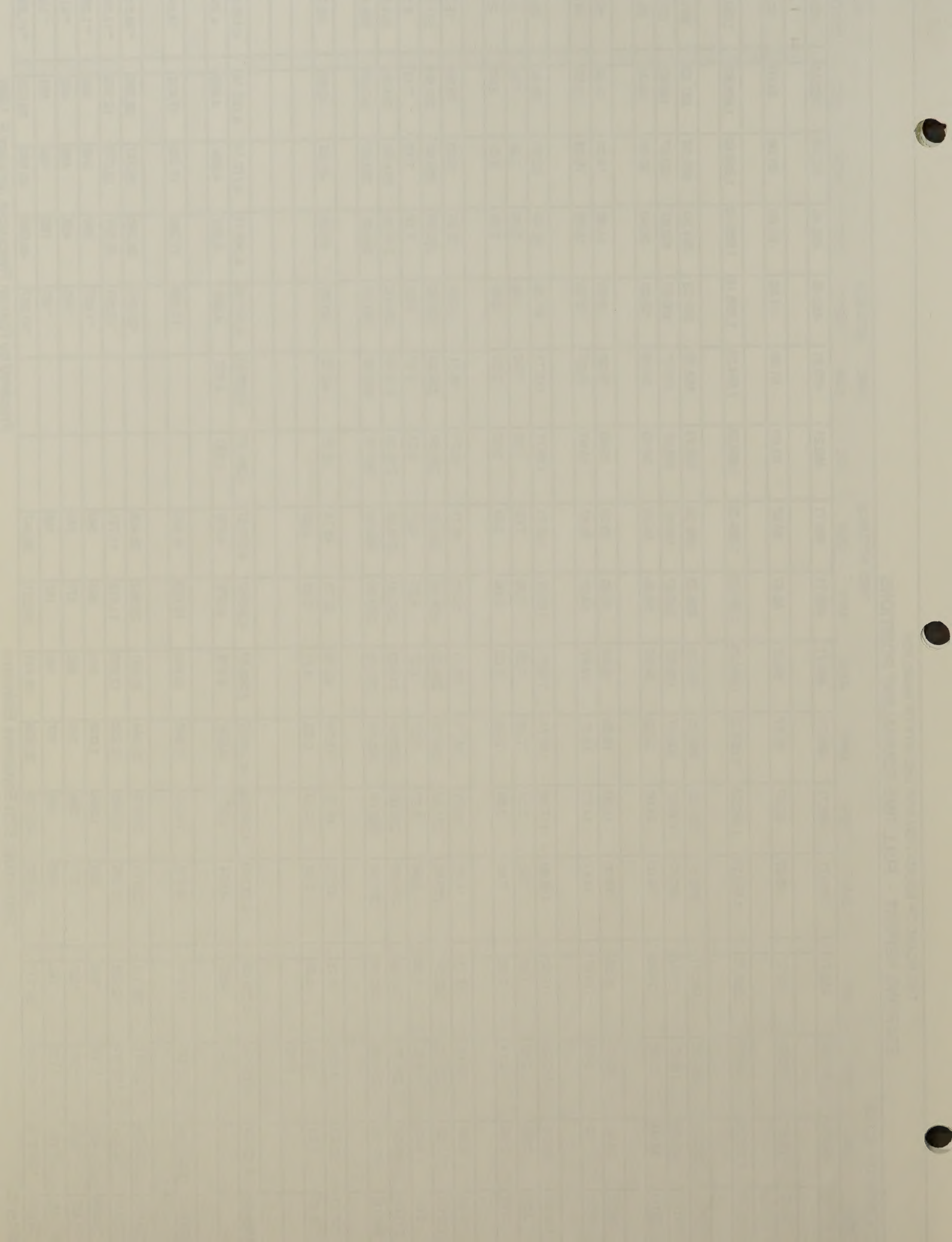


THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

## STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

| STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS |            |            |            |            |          |          |          |          |          |              |          |          |          |          |             |          |          |          |          |
|--------------------------------------------------|------------|------------|------------|------------|----------|----------|----------|----------|----------|--------------|----------|----------|----------|----------|-------------|----------|----------|----------|----------|
| DECEMBER 31st ACTUAL                             |            |            |            |            |          |          |          |          |          | 1992 ACTUALS |          |          |          |          | 1992 BUDGET |          |          |          |          |
|                                                  | 1986       | 1987       | 1988       | 1989       | 1990     | 1991     | JAN      | FEB      | MAR      | APR          | MAY      | JUN      | JUL      | AUG      | SEPT        | OCT      | NOV      | DEC      |          |
| Admin & Support Staff                            | 419.37     | 432.24     | 470.64     | 492.54     | 493.54   | 486.71   | 485.71   | 485.71   | 485.71   | 485.71       | 485.71   | 485.71   | 452.21   | 452.21   | 452.46      | 452.46   | 452.46   | 452.46   | 450.11   |
| Co-ordinators/Consultants                        | 76.00      | 78.00      | 76.67      | 76.67      | 75.67    | 66.67    | 66.67    | 66.67    | 66.67    | 66.67        | 66.67    | 66.67    | 61.00    | 61.00    | 61.00       | 61.00    | 61.00    | 61.00    | 60.00    |
| Teachers - Elementary                            | 1,362.95   | 1,414.75   | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,662.25 | 1,662.25 | 1,664.25 | 1,664.25     | 1,664.25 | 1,664.25 | 1,664.25 | 1,664.25 | 1,655.15    | 1,656.40 | 1,656.60 | 1,656.60 | 1,661.75 |
| Secondary - Composite                            | 732.67     | 741.83     | 757.50     | 795.00     | 841.00   | 850.67   | 850.67   | 858.33   | 858.33   | 858.33       | 858.33   | 858.33   | 858.33   | 858.33   | 861.33      | 861.33   | 861.33   | 861.33   | 851.37   |
| - Vocational                                     | 159.83     | 160.90     | 160.07     | 146.00     | 116.67   | 107.67   | 107.67   | 108.67   | 108.67   | 108.67       | 108.67   | 108.67   | 108.67   | 108.67   | 100.67      | 100.67   | 100.67   | 100.67   | 103.67   |
| - Vanier                                         | 31.00      | 31.50      | 33.00      | 34.00      | 33.50    | 34.00    | 34.00    | 34.00    | 34.00    | 34.00        | 34.00    | 34.00    | 34.00    | 34.00    | 35.00       | 35.00    | 35.00    | 35.00    | 35.00    |
| Elementary TR                                    | 34.00      | 29.00      | 26.00      | 24.00      | 20.00    | 16.00    | 16.00    | 16.00    | 16.00    | 16.00        | 16.00    | 15.00    | 15.00    | 15.00    | 14.00       | 14.00    | 14.00    | 14.00    | 16.00    |
| Secondary TR                                     | 6.00       | 7.00       | 8.00       | 7.00       | 9.67     | 14.67    | 14.67    | 14.67    | 14.67    | 14.67        | 14.67    | 15.67    | 15.67    | 15.67    | 15.33       | 15.33    | 15.33    | 15.33    | 14.67    |
| Lunchroom - Elementary                           | 78.40      | 92.80      | 102.90     | 115.10     | 112.30   | 118.50   | 118.50   | 118.50   | 118.71   | 118.71       | 118.71   | 118.71   | 118.71   | 118.71   | 81.86       | 82.43    | 82.86    | 82.86    | 88.50    |
| - Secondary                                      | 7.30       | 7.30       | 7.00       | 7.00       | 7.00     | 7.00     | 7.00     | 7.00     | 7.00     | 7.00         | 7.00     | 7.00     | 7.00     | 7.00     | 7.00        | 7.00     | 7.36     | 7.36     | 7.00     |
| - Vocational                                     | 3.10       | 3.10       | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 2.00     | 2.00     | 2.00     | 2.00        | 2.00     | 2.00     | 2.00     | 2.00     |
| Bus Supervisors                                  | 12.10      | 13.90      | 14.40      | 16.50      | 17.68    | 16.71    | 16.71    | 16.71    | 16.71    | 16.71        | 16.71    | 16.71    | 16.71    | 16.71    | 15.86       | 15.86    | 15.86    | 15.86    | 16.71    |
| Educational Assistants                           | 139.00     | 155.00     | 173.00     | 217.50     | 221.50   | 223.50   | 223.50   | 224.50   | 224.50   | 224.50       | 228.50   | 228.50   | 228.50   | 228.50   | 228.50      | 250.50   | 250.50   | 250.50   | 211.50   |
| Lunchroom Assistants                             | 5.14       | 5.71       | 6.00       | 6.43       | 6.56     | 6.56     | 6.56     | 6.27     | 6.27     | 6.27         | 6.27     | 6.27     | 6.27     | 6.27     | 6.27        | 7.12     | 7.12     | 7.12     | 6.27     |
| Citkrs/Maint/Whs/Asbestos                        | 210.00     | 210.00     | 217.00     | 218.00     | 220.00   | 219.00   | 219.00   | 220.00   | 220.00   | 219.00       | 219.00   | 219.00   | 215.00   | 215.00   | 214.00      | 214.00   | 214.00   | 214.00   | 214.50   |
| Cleaners/Cooks                                   | 330.00     | 333.00     | 340.00     | 347.00     | 351.00   | 360.00   | 360.00   | 360.00   | 360.00   | 360.00       | 360.00   | 360.00   | 360.00   | 360.00   | 353.00      | 353.00   | 353.00   | 347.00   | 358.00   |
| Staff On Loan - Teachers                         | 29.55      | 34.25      | 34.92      | 33.92      | 41.25    | 41.75    | 42.75    | 42.75    | 42.75    | 42.75        | 42.75    | 42.75    | 42.75    | 42.75    | 40.05       | 41.05    | 41.05    | 42.05    | 42.75    |
| - Consultants                                    |            |            | 0.33       | 0.33       | 0.33     | 0.33     | 0.33     | 0.33     | 0.33     | 0.33         | 0.33     | 0.33     |          |          |             |          |          |          |          |
| - Clerical                                       |            |            |            |            | 0.50     |          |          |          |          |              |          |          |          |          |             |          |          |          |          |
| Full Time Equiv. Positions                       | 3,636.41   | 3,750.28   | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,233.99 | 4,244.36 | 4,246.57 | 4,245.57     | 4,249.57 | 4,249.57 | 4,206.07 | 4,206.07 | 4,143.48    | 4,169.15 | 4,170.14 | 4,165.14 | 4,139.80 |
| Number Of Employees                              |            |            |            |            | 4,805    | 4861     | 4,864    | 4,873    | 4,876    | 4,875        | 4,879    | 4,879    | 4,837    | 4,837    | 4,802       | 4,831    | 4,834    | 4,829    | 4,799    |
| Lunchroom Enrolment                              | 12,000 est | 13,000 est | 14,000 est | 15,000 est | 15,571   | 16,618   | 16,618   | 16,645   | 16,645   | 16,645       | 16,683   | 16,683   |          |          | 17,299      | 17,299   | 17,432   | 17,432   | 16,645   |
| Enrolment - Elementary                           | * 24,682   | * 24,741   | * 25,007   | * 25,474   | * 25,811 | *26,111  | 26,101   | 25,979   | 25,944   | 25,931       | 25,962   | 25,905   |          |          | *26,387     | 26,390   | 26,347   | 26,330   | **26,519 |
| - Sec Composite                                  | *11,928    | *12,171    | *12,213    | *12,354    | *12,707  | *12,328  | 12,209   | 12,595   | 12,320   | 12,058       | 11,819   | 11,731   |          |          | *13,001     | 12,651   | 12,276   | 12,103   | **13,093 |
| - Sec Vocational                                 | * 1,794    | * 1,698    | * 1,598    | * 1,453    | * 1,189  | *950     | 937      | 1,048    | 1,009    | 951          | 896      | 869      |          |          | *1,037      | 990      | 918      | 890      | **1,066  |
| - Sec Vanier                                     | * 400      | * 400      | * 407      | * 400      | * 399    | *382     | 379      | 388      | 389      | 385          | 377      | 374      |          |          | *465        | 459      | 455      | 452      | **413    |
| - T. R.                                          | * 262      | * 243      | * 210      | * 193      | * 178    | *160     | 162      | 166      | 167      | 168          | 167      | 168      |          |          | *167        | 165      | 164      | 161      | **148    |
| - TOTAL                                          | *39,066    | *39,253    | *39,435    | *39,874    | *40,284  | *39,931  | 39,788   | 40,176   | 39,829   | 39,493       | 39,221   | 39,047   |          |          | *41,057     | 40,655   | 40,160   | 39,926   | **41,239 |







## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO NOVEMBER 30, 1992

| SECONDARY  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 17            | 7.0                          | 196.0                     | 30.5                            | 21.5                                   | 25.5                                                    | 3.0               | 1.0                 | 49.5  | 327.0           | 334.5                        | 34,300     | 29,516               | 63,816        |
| FEBRUARY   | 20            | 19.0                         | 321.0                     | 44.5                            | 44.5                                   | 18.5                                                    | .5                | 4.0                 | 55.5  | 488.5           | 564.5                        | 50,649     | 12,845               | 63,494        |
| MARCH      | 17            | 49.0                         | 267.0                     | 19.0                            | 14.0                                   | 12.0                                                    | 1.0               | 2.0                 | 52.5  | 367.5           | 387.5                        | 38,008     | 23,549               | 61,557        |
| APRIL      | 20            | 40.0                         | 215.0                     | 40.0                            | 32.5                                   | 18.0                                                    |                   | 8.0                 | 54.5  | 368.0           | 510.0                        | 37,794     | 35,606               | 73,400        |
| MAY        | 19            | 176.0                        | 376.5                     | 63.5                            | 25.0                                   | 32.5                                                    | 2.5               | 6.5                 | 53.0  | 559.5           | 835.5                        | 56,445     | 47,347               | 103,792       |
| JUNE       | 18            | 199.0                        | 197.0                     | 5.5                             | 10.0                                   | 10.0                                                    |                   | 2.0                 | 32.5  | 257.0           | 253.0                        | 26,411     | 47,023               | 73,434        |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| SEPTEMBER  | 17            | 21.0                         | 125.5                     | 24.5                            | 3.0                                    | 2.5                                                     | 1.0               | 1.5                 | 13.0  | 171.0           | 296.0                        | 18,555     | 13,543               | 32,098        |
| OCTOBER    | 21            | 35.0                         | 252.0                     | 37.5                            | 9.0                                    | 15.5                                                    |                   | 5.0                 | 25.5  | 344.5           | 578.0                        | 39,576     | 24,312               | 63,888        |
| NOVEMBER   | 21            | 29.5                         | 319.5                     | 31.5                            | 27.0                                   | 25.5                                                    |                   | 3.0                 | 27.0  | 433.5           | 493.0                        | 49,752     | 43,971               | 93,723        |
| DECEMBER   | 14            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| TOTALS     |               | 575.5                        | 2269.5                    | 296.5                           | 186.5                                  | 160.0                                                   | 8.0               | 33.0                | 363.0 | 3316.5          | 4252.0                       | 351,490    | 277,712              | 629,202       |
| % Of Total |               |                              | 68.4                      | 8.9                             | 5.6                                    | 4.8                                                     | 0.2               | 1.0                 | 10.9  |                 |                              |            |                      |               |

| ELEMENTARY |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                              |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|------------------------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
|            |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                              |            |                      |               |
| JANUARY    | 19            |                              | 1125.0                    | 89.5                            | 38.0                                   | 97.5                                                    | 55.5              | 12.5               | 80.0  | 1498.0          | 1758.5                       | 159,684    | 62,359               | 222,043       |
| FEBRUARY   | 20            |                              | 1408.5                    | 19.5                            | 14.0                                   | 32.0                                                    | 45.5              | 17.5               | 146.0 | 1683.0          | 2361.0                       | 179,929    | 66,550               | 246,479       |
| MARCH      | 18            |                              | 1069.0                    | 3.5                             | 7.0                                    | 18.0                                                    | 33.0              | 5.5                | 65.5  | 1201.5          | 841.5                        | 127,809    | 75,276               | 203,085       |
| APRIL      | 20            |                              | 1213.5                    | 2.0                             | 15.0                                   | 46.5                                                    | 94.5              | 10.5               | 71.0  | 1453.0          | 1617.5                       | 152,927    | 123,557              | 276,484       |
| MAY        | 19            |                              | 1306.5                    | 10.5                            | 7.5                                    | 38.5                                                    | 54.5              | 9.5                | 34.5  | 1461.5          | 1950.0                       | 155,296    | 95,123               | 250,419       |
| JUNE       | 18            |                              | 805.5                     | 29.5                            | 4.0                                    | 33.5                                                    | 26.5              | 8.0                | 17.0  | 924.0           | 1174.0                       | 97,882     | 93,849               | 191,731       |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                              |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                              |            |                      |               |
| SEPTEMBER  | 16            | 7.0                          | 555.5                     | 29.5                            | 1.5                                    | 8.0                                                     | 23.0              | 2.0                | 69.5  | 689.0           | 808.0                        | 81,102     | 31,399               | 112,501       |
| OCTOBER    | 21            | 24.0                         | 1026.5                    | 10.5                            | 8.0                                    | 37.5                                                    | 49.5              | 4.0                | 51.5  | 1187.5          | 1806.0                       | 138,394    | 33,011               | 171,405       |
| NOVEMBER   | 21            | 32.5                         | 1747.0                    | 15.5                            | 26.0                                   | 43.0                                                    | 60.5              | 5.5                | 51.0  | 1948.5          | 1999.0                       | 228,877    | 104,633              | 333,510       |
| DECEMBER   | 13            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                              |            |                      |               |
| TOTALS     |               | 63.5                         | 10257.0                   | 210.0                           | 121.0                                  | 354.5                                                   | 442.5             | 75.0               | 586.0 | 12046.0         | 14315.5                      | 1,321,900  | 685,757              | 2,007,657     |
| % Of Total |               |                              | 85.1                      | 1.7                             | 1.0                                    | 2.9                                                     | 3.7               | 0.6                | 4.9   |                 |                              |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO NOVEMBER 30, 1992

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|---------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY                | 7.0                          | 1321.0                    | 120.0                           | 59.5                                   | 123.0                                                   | 58.5              | 13.5                | 129.5 | 1825.0          | 2093.0                       | 193,984    | 91,875               | 285,859       |
| FEBRUARY               | 19.0                         | 1729.5                    | 64.0                            | 58.5                                   | 50.5                                                    | 46.0              | 21.5                | 201.5 | 2171.5          | 2925.5                       | 230,578    | 79,395               | 309,973       |
| MARCH                  | 49.0                         | 1336.0                    | 22.5                            | 21.0                                   | 30.0                                                    | 34.0              | 7.5                 | 118.0 | 1569.0          | 1229.0                       | 165,817    | 98,825               | 264,642       |
| APRIL                  | 40.0                         | 1428.5                    | 42.0                            | 47.5                                   | 64.5                                                    | 94.5              | 18.5                | 125.5 | 1821.0          | 2127.5                       | 190,721    | 159,163              | 349,884       |
| MAY                    | 176.0                        | 1683.0                    | 74.0                            | 32.5                                   | 71.0                                                    | 57.0              | 16.0                | 87.5  | 2021.0          | 2785.5                       | 211,741    | 142,470              | 354,211       |
| JUNE                   | 199.0                        | 1002.5                    | 35.0                            | 14.0                                   | 43.5                                                    | 26.5              | 10.0                | 49.5  | 1181.0          | 1427.0                       | 124,293    | 140,872              | 265,165       |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| SEPTEMBER              | 28.0                         | 681.0                     | 54.0                            | 4.5                                    | 10.5                                                    | 24.0              | 3.5                 | 82.5  | 860.0           | 1104.0                       | 99,657     | 44,942               | 144,599       |
| OCTOBER                | 59.0                         | 1278.5                    | 48.0                            | 17.0                                   | 53.0                                                    | 49.5              | 9.0                 | 77.0  | 1532.0          | 2384.0                       | 177,970    | 57,323               | 235,293       |
| NOVEMBER               | 62.0                         | 2066.5                    | 47.0                            | 53.0                                   | 68.5                                                    | 60.5              | 8.5                 | 78.0  | 2382.0          | 2492.0                       | 278,629    | 148,604              | 427,233       |
| DECEMBER               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| TOTALS                 | 639.0                        | 12526.5                   | 506.5                           | 307.5                                  | 514.5                                                   | 450.5             | 108.0               | 949.0 | 15362.5         | 18567.5                      | 1,673,390  | 963,469              | 2,636,859     |
| % Of Total             |                              | 81.5                      | 3.3                             | 2.0                                    | 3.3                                                     | 2.9               | 0.7                 | 6.2   |                 |                              |            |                      | 103.1         |

1992 BUDGET  
\$2,558,300



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 01 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

## ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

### 1. PROBATIONARY STAFF APPOINTMENTS - Nil

### 2. PERMANENT STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Permanent Staff, effective 1993 02 01, with salary according to the salary schedule:

Jeremy Abrahams (S)  
Peter Cipriani (S)  
Jane Clouston (S)  
Silvia D'Agruma (S)  
Thomas Harber (S)  
Thomas Mlekuz (S)

John Niessen (S)  
Gary Nolan (S)  
Susan Shaker (S)  
Linda Smith (S)  
Robert Spree (S)

### 3. PROMOTIONS

(a) That James Morgante be appointed to the position of Acting Assistant Head of Department (Mathematics), effective 1993 01 29, with salary according to the salary schedule. **(Replacement)**

(b) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Linda Gillis (Secretary - Grade 8, Clerical and Technical Staff), 1992 12 16  
Anne Lennox (Secretary - Grade 4, Clerical and Technical Staff), 1992 12 07 (.3)  
Ana Misiti (Senior Secretary - Level 5, Secondary School Clerical and Secretarial Staff), 1992 12 16  
**(Replacements)**

### 4. INTERNAL APPOINTMENTS - Nil

### 5. TIMETABLE CHANGES - Nil

### 6. RETIREMENTS

(a) That the resignation of George Willett, Elementary School Principal, for the purpose of retirement, effective 1993 04 30, be accepted with regret and that the Board's gratuity be paid.

### 7. LEAVING EMPLOYMENT - Nil

### 8. LEAVES

#### Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Dale Cornish (E), 1993 01 19 to 1994 08 31  
Madiha Dokainish (S), 1993 02 01 to 1993 08 31  
Karen Hahn (E), 1993 02 01 to 1993 08 31  
Gary Nolan (S), 1993 02 01 to 1993 08 31  
Gisele Portelance (E), 1993 02 22 to 1993 06 29  
Grazina Stonkus (S), 1993 02 01 to 1993 08 31  
Fiona Valiquette (E), 1993 01 01 to 1993 08 31



**Leave Extension**

(a) That the request of Cornelia Schuster for an extension of her Leave of Absence, effective 1993 01 25 to 1993 02 26, be approved.

**Return from Leave of Absence**

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Bryan Bennett (S), 1993 01 29  
Corinne Brown (S), 1993 01 29  
E. Elizabeth Lupton (E), 1993 01 01  
Michelyn Putignano (S), 1993 01 29  
Nancy Turnbull (E), 1993 02 01

**Leave of Absence - Date Change**

(a) That the effective dates of the Leaves of Absence granted to the following staff at a previous meeting be changed as shown:

Carolle Shirley (Educational Assistant, Educational and Lunchroom Assistant Staff), 1992 04 14 to 1993 06 25  
Marlene Winsor (Secretary, Clerical and Technical Staff), 1992 11 30 to 1993 06 04

**9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Lesley Dalgarno (E), 1992 09 30 to 1992 10 27  
Constance Jain (E), 1992 10 29 to 1992 12 18  
Janice Kovar (S), 1992 12 03 to 1993 04 20  
Anita Ridderstap (E), 1992 10 29 to 1992 11 23 (.5)  
Alice Ronhaar (E), 1993 01 04 to 1993 06 29  
Jeffrey Roswell (S), 1992 11 16 to 1993 06 25  
Brenda Southward (E), 1992 11 16 to 1992 12 18  
Mark Spera (S), 1992 11 17 to 1993 01 28  
Elaine Stewart (E), 1992 11 12 to further notice

**10. OTHERS** - Nil

Respectfully submitted,

K. A. Rielly  
for  
D. W. Goodridge,  
Director of Education  
and Secretary

kd



**ADDED RECOMMENDATIONS**

**ELEMENTARY / SECONDARY**

**1. PROBATIONARY STAFF APPOINTMENTS**

(a) That Mark Spera (S) be appointed to the Probationary Staff, effective 1993 01 29, with salary according to the salary schedule. (Replacement)

(b) That David Weir be appointed to the position of Probationary Educational Assistant, Educational and Lunchroom Assistant Staff, effective 1993 01 06, with salary according to the Collective Agreement.

(no increase to f.t.e.—contract compliance)

**3. PROMOTIONS**

(a) (i) That Lindy Millen be appointed to the position of Acting Principal of an Elementary School, effective 1993 02 01, with salary according to the salary schedule.

(ii) That Lorrie Ann Clark be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1993 02 01, with salary according to the salary schedule.

(iii) That Norine Galvin be appointed to the temporary position of Head of Department (Family Studies), effective 1993 02 01 to 1993 06 30, with salary according to the salary schedule.

(Replacements)

**4. INTERNAL APPOINTMENTS TO OTHER POSITIONS**

(a) That the following staff be appointed to the positions stated, effective as shown, with salary according to the salary schedule:

Mary Davis (Secretary - Grade 8, Clerical and Technical Staff), 1993 02 01

Ruth Hall (Secretary - Grade 8, Clerical and Technical Staff), 1993 01 18

(Replacements)

**5. TIMETABLE CHANGES**

(a) That the following timetable changes be approved, effective as shown, with salary according to the salary schedule:

Angelo Costanzo (S), 3/6 to 6/6, 1993 01 29

Mary Welsh (S) - Section 27, 1.0 to .5, 1993 01 25

**8. LEAVES**

(a)

Kathryn Archer (E), 1993 01 01 to 1993 08 31

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Leanne Heugel (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 01 11 to 1993 06 30

Anja Mennaman (School Social Worker, Professional and Student Services Personnel Staff), 1992 11 23 to 1993 05 22

Carol Tanner (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 02 01 to 1993 06 30

**Leave Extension**

(b) That the request of Sharon Bachuk (Educational Assistant, Educational and Lunchroom Assistant Staff) for an extension of her Leave of Absence, effective 1993 02 01 to 1993 06 30, be approved.



Page 6

THE UNITED STATES OF AMERICA

IN SENATE

REPORT OF THE COMMISSIONER OF THE GENERAL LAND OFFICE  
FOR THE YEAR ENDING DECEMBER 31, 1907

THE COMMISSIONER OF THE GENERAL LAND OFFICE  
HAS THE HONOR TO SUBMIT TO THE SENATE  
THE FOLLOWING REPORT FOR THE YEAR ENDING  
DECEMBER 31, 1907

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DECEMBER 31, 1907



URBAN/MUNICIPAL

CA4 ON HBL W26

A36

1993

A G E N D A

SPECIAL MEETING OF THE  
PERSONNEL & ORGANIZATION COMMITTEE

1993 01 21

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Director of Education

Page 1







Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 01 21

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Probationary Staff, effective 1993 01 29, with salary according to the salary schedule:

Robert Bukvic (S)  
Maria Dlugolecki (S)  
Jeannine Falasca (S) (2/3 Semester 2)  
Jeannine MacIsaac (S)  
Wendy Vanden Burg (E)

**(Replacements)**

**5. TIMETABLE CHANGES**

(a) The following timetable changes be approved, effective 1993 01 29, with salary according to the salary schedule:

Bruce Cooke (S), 5/6 to 6/6 (Ministry Funded)  
Barbara McIlveen (S) (Section 27), 3/6 to 6/6

**(Replacements)**

**10. OTHERS**

(a) The request of Jay Kyle to transfer from the Elementary Panel to the Secondary Panel, effective 1993 01 29, with salary according to the salary schedule, be granted. **(Replacement)**

Respectfully submitted,

D. W. Goodridge  
Director of Education  
and Secretary

kd



STATE OF TEXAS,  
COUNTY OF DALLAS,  
SS: I, the undersigned,  
a Notary Public in and for  
the State of Texas, do hereby  
certify that the within and  
 foregoing instrument is a true and  
 correct copy of the original  
 instrument as the same appears  
 from the records of said County.

IN WITNESS WHEREOF, I have hereunto  
set my hand and the seal of said  
County, at Dallas, Texas, this 1st day  
of January, 1901.

Notary Public in and for the State of Texas.

WITNESSES my hand and the seal of said  
County, at Dallas, Texas, this 1st day  
of January, 1901.

Notary Public in and for the State of Texas.

STATE OF TEXAS,  
COUNTY OF DALLAS,  
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URBAN/MUNICIPAL

CA4 ON HBL W26

A36

1993

A G E N D A

PERSONNEL & ORGANIZATION COMMITTEE

1993 02 11

Confirmation of the minutes of the regular meeting of 1993 01 14 and special meeting of 1993 01 21.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Report re Replacement Needs and the Board's Early Retirement Plan  
(Tabled at 1992 09 17 Special Meeting of the Personnel & Organization Committee) Pages 1 to 3
2. Report re Average Class Size of Secondary Composite Schools Pages 4 to 9

NEW BUSINESS:

1. Recommendations of the Director of Education Pages 10 to 11
2. (a) Staffing Report Page 12  
(b) Report on Supply Teachers Pages 13 to 14
3. Report re Worker's Compensation Board Pages 15 to 21
4. April Meeting Date Page 22

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

1. Report on Status of Reduction of Educational Assistants' Hours

NEW BUSINESS:

1. Recommendations of the Director of Education Pages 23 to 25





Education Centre  
100 Main Street West  
Hamilton, Ontario  
1992 09 10

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**Re: Replacement Needs and the Board's Early Retirement Plan**

**A. Introduction**

In April, 1992 the Board approved an Early Retirement Incentive Plan (E.R.I.P.) for the following employee groups:

Caretaking, Maintenance and Cleaning Staff (C.U.P.E.)  
Secondary School Office Staff (O.P.E.I.U.)  
Educational Assistants (O.P.E.I.U.)  
Office, Clerical and Technical Staff (O.S.S.T.F.)  
Administrative Support Staff (Association)  
Senior Management

The plan was offered for a limited time on a voluntary basis to permanent employees who were age 55 or older and had at least 10 years' service. To qualify, an employee had to provide written notice of retirement by June 30, 1992, and retire no later than December 31, 1992.

The plan was designed:

- as a short term strategy to downsize in response to 1992 budgetary difficulties
- to be cost effective and produce net payroll savings by not replacing some of the retiring employees
- to minimize staff layoffs for employee groups targeted for staff reductions where normal attrition was insufficient to cover planned reductions.

As part of planned reductions, the Board approved a 10% reduction in administrative support personnel in Central Departments (equivalent to 29.3 positions) 11 secretarial positions in secondary schools, the approval of second day cleaning in elementary schools, and the equivalent of 13 Educational Assistants.



**B. Plan Results**

Under E.R.I.P., 74 employees submitted letters of early retirement to take effect by December 31, 1992.

Early retirements by occupational groups were as follows:

| <u>Department</u>      | <u>Occupation</u>             | <u>Numbers</u> |
|------------------------|-------------------------------|----------------|
| Plant                  | - Group Caretakers            | 16             |
|                        | - Assistant Caretakers        | 1              |
|                        | - Firemen                     | 1              |
|                        | - Chief Mechanics             | 5              |
|                        | - Maintenance Driver          | 1              |
|                        | - Support Staff, Electrical * | 1              |
|                        | - Supervisory Foremen         | 1              |
|                        | - Maintenance Foremen         | 2              |
|                        | - Cleaners                    | 31             |
|                        | - Cooks                       | 1              |
| Finance                | - Warehouse                   | 1              |
| H.R.D.                 | - Clerical                    | 1              |
| Program                | - Clerical                    | 1              |
| Secondary Schools      | - Secretarial                 | 2              |
| Elementary Schools     | - Educational Assistants      | 1              |
|                        | - Secretarial                 | 5              |
|                        | - Library Secretary           | 1              |
| Office of the Director | - Senior Management           | 2              |
| <b>Totals</b>          |                               | <b>74</b>      |

**C. Plan Costs**

Payments under E.R.I.P. are calculated as follows:

| <u>1992</u> | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>Total</u> |
|-------------|-------------|-------------|-------------|--------------|
| \$57,731    | \$456,737   | \$394,369   | \$319,100   | \$1,227,937  |

\*This position was lifted from the table and approved at the 1992 10 08 Personnel & Organization Committee meeting.

**D. Replacements**

E.R.I.P. was approved as part of the Budget process on the basis that the plan would be cost recoverable over 3 years, with an anticipation of a net payroll savings from the extension of second day cleaning and the resulting non-replacement of those cleaning positions. The assumption was made that other resulting vacancies would need to be filled – caretaking, maintenance, administrative support staff, senior managers, and cleaning positions (other than those in elementary schools designated for second day cleaning).

In light of the estimated incentive cost of \$1.227 million over the next 3 years, a minimum of 20 cleaner positions in elementary schools will need to be eliminated effective for the 1992-93 school year through the expansion of second day cleaning in order for the plan to be cost recoverable over the next 3 years. After the third year, the reduction of 20 positions would result in an annual payroll savings in the range of \$400,000 - \$500,000.

At the present time, there are 15 Cleaner vacancies currently in elementary schools which can be used to extend second day cleaning. Additional vacancies to reach the required minimum number of 20 are expected from subsequent cleaner openings resulting from the filling of caretaking, maintenance positions, and other cleaning vacancies outside elementary schools.

While at least 20 fewer cleaning positions could be achieved this year, full implementation of second day cleaning in elementary schools would mean a reduction of approximately 40 positions. The additional 20 positions for full implementation would be achieved in subsequent years through normal attrition.

**Recommendations:**

1. A minimum of 20 cleaning positions in elementary schools be eliminated, effective for the 1992-93 school year. The job reduction to be accomplished by not filling vacancies in elementary schools designated for expansion of second day cleaning.
2. That the remaining vacancies resulting from the Early Retirement Plan in caretaking, maintenance, cleaning, cooking, warehouse; Finance, HRD, Program Departments; elementary and secondary schools; be filled as openings occur.

**Note:** The two Senior Management vacancies are currently under review by the Board.

**Prepared and Submitted by:**

Bruce Sinclair,  
Superintendent of Human Resources

**Approved by:**

Keith A. Rielly,  
Director of Education and Secretary



The purpose of this study is to investigate the effects of the proposed system on the performance of the system. The study is divided into two main parts: a theoretical analysis and an experimental evaluation. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

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Experimental Evaluation

The experimental evaluation is based on the results of the experiments. The study is divided into two main parts: a theoretical analysis and an experimental evaluation. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

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Conclusion and Acknowledgments

The study is divided into two main parts: a theoretical analysis and an experimental evaluation. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The study is divided into two main parts: a theoretical analysis and an experimental evaluation.

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**The Board of Education for the City of Hamilton**  
Le Conseil de l'éducation de la ville de Hamilton



100 Main Street West  
Hamilton, Ontario  
Telephone (416) 527-5092  
Fax (416) 521-2536



100 ouest, rue Main  
Hamilton (Ontario)  
Téléphone (416) 527-5092  
Fac-similé (416) 521-2536

1993 02 11

To the Chairman and Members,  
Personnel and Organization Committee,  
Hamilton Board of Education

Ladies and Gentlemen:

RE: AVERAGE CLASS SIZE OF SECONDARY COMPOSITE SCHOOLS

The attached spreadsheets are provided to trustees in response to a motion passed by the Personnel and Organization Committee on December 10, 1992.

It should be noted that these data apply only to class size on September 30, 1992. If required, a similar report could be generated from the organization of February 28, 1993.

**Recommendation:**

That this report be received for information.

Prepared by: O. Jackson,  
Supervisor of Research Services

Submitted by: Administrative Council

Approved by: Donald W. Goodridge,  
Director of Education and  
Secretary

zm  
1993 01 26

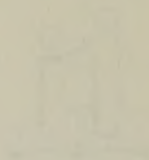


Mailing Address  
P.O. Box 2558  
Hamilton, Ontario  
L8N 3L1

Adresse postale  
C.P. 2558  
Hamilton (Ontario)  
L8N 3L1



The Board of Education for the City of Portland  
has voted to establish a new school district



1901

John C. ...  
President of the Board of Education  
has been elected to the office

John C. ...

## THE BOARD OF EDUCATION OF THE CITY OF PORTLAND

The Board of Education of the City of Portland has the honor to announce that it has elected John C. ... as President of the Board of Education for the year 1901. The Board also elected ... as Vice-President and ... as Secretary.

John C. ...

John C. ...  
President of the Board of Education

John C. ...

John C. ...  
President of the Board of Education

John C. ...

John C. ...  
President of the Board of Education

ENROLMENT BY GRADE IN COMPOSITE SECONDARY SCHOOLS  
SEPTEMBER 30, 1992

|          | ENGLISH<br>LANGUAGE<br>PROGRAM | FRENCH<br>LANGUAGE<br>PROGRAM | TOTAL<br>ENROLMENT |
|----------|--------------------------------|-------------------------------|--------------------|
| GRADE 9  | 3265                           | 138                           | 3403               |
| GRADE 10 | 2498                           | 100                           | 2598               |
| GRADE 11 | 3068                           | 78                            | 3146               |
| GRADE 12 | 3038                           | 114                           | 3152               |
| OAC      | 1132                           | 35                            | 1167               |
| TOTAL    | 13001                          | 465                           | 13466              |



# STANDARD FORM NO. 64 OFFICE OF THE SECRETARY OF DEFENSE

| DATE     | INITIALS | REMARKS | REMARKS |
|----------|----------|---------|---------|
| 10/1/50  | WJ       | 100     | 100     |
| 10/2/50  | WJ       | 100     | 100     |
| 10/3/50  | WJ       | 100     | 100     |
| 10/4/50  | WJ       | 100     | 100     |
| 10/5/50  | WJ       | 100     | 100     |
| 10/6/50  | WJ       | 100     | 100     |
| 10/7/50  | WJ       | 100     | 100     |
| 10/8/50  | WJ       | 100     | 100     |
| 10/9/50  | WJ       | 100     | 100     |
| 10/10/50 | WJ       | 100     | 100     |
| 10/11/50 | WJ       | 100     | 100     |
| 10/12/50 | WJ       | 100     | 100     |
| 10/13/50 | WJ       | 100     | 100     |
| 10/14/50 | WJ       | 100     | 100     |
| 10/15/50 | WJ       | 100     | 100     |
| 10/16/50 | WJ       | 100     | 100     |
| 10/17/50 | WJ       | 100     | 100     |
| 10/18/50 | WJ       | 100     | 100     |
| 10/19/50 | WJ       | 100     | 100     |
| 10/20/50 | WJ       | 100     | 100     |
| 10/21/50 | WJ       | 100     | 100     |
| 10/22/50 | WJ       | 100     | 100     |
| 10/23/50 | WJ       | 100     | 100     |
| 10/24/50 | WJ       | 100     | 100     |
| 10/25/50 | WJ       | 100     | 100     |
| 10/26/50 | WJ       | 100     | 100     |
| 10/27/50 | WJ       | 100     | 100     |
| 10/28/50 | WJ       | 100     | 100     |
| 10/29/50 | WJ       | 100     | 100     |
| 10/30/50 | WJ       | 100     | 100     |
| 10/31/50 | WJ       | 100     | 100     |

# REVIEW OF CLASS SIZES IN SECONDARY COMPOSITE SCHOOLS BASIC LEVEL CLASSES ONLY

SEPTEMBER 30, 1992, SEMESTER ONE CLASSES ONLY

| CLASS<br>SIZE | VISUAL ARTS | ENGLISH | FAMILY STUDIES | GEOGRAPHY | HISTORY | LANGUAGES | MATHEMATICS | MUSIC | GIRLS PHYS ED | BOYS PHYS ED | SCIENCE | TECHNICAL | TOTAL |
|---------------|-------------|---------|----------------|-----------|---------|-----------|-------------|-------|---------------|--------------|---------|-----------|-------|
| 6             |             | 1       |                |           |         |           |             |       |               |              | 1       |           | 1     |
| 7             |             | 1       |                |           |         |           |             |       |               |              | 1       |           | 3     |
| 8             |             | 1       |                |           |         |           |             |       |               |              | 1       |           | 3     |
| 9             |             | 2       |                |           |         | 1         |             |       |               |              |         |           | 2     |
| 10            |             |         |                |           |         |           |             |       |               |              | 1       |           | 1     |
| 11            |             | 1       |                |           |         |           |             |       |               |              | 2       |           | 5     |
| 12            |             | 1       |                |           |         |           |             |       |               |              |         |           | 3     |
| 13            |             | 1       |                |           |         |           |             |       |               | 1            |         |           | 5     |
| 14            | 1           | 1       |                |           |         |           |             |       |               |              | 1       |           | 3     |
| 15            |             | 1       |                |           |         |           |             |       |               |              | 1       |           | 3     |
| 16            |             | 2       |                | 1         |         |           |             |       |               |              |         |           | 5     |
| 17            |             |         |                |           |         |           |             |       |               |              | 1       |           | 1     |
| 18            |             | 1       |                |           |         |           |             |       |               |              |         |           | 2     |
| 19            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 20            |             |         |                |           |         |           |             |       |               |              |         |           | 1     |
| 21            |             |         |                |           |         |           |             |       |               |              |         |           | 1     |
| 22            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 23            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 24            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 25            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 26            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 27            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 28            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 29            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 30            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 31            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 32            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 33            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 34            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 35            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 36            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 37            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 38            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 39            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| 40            |             |         |                |           |         |           |             |       |               |              |         |           | 0     |
| CLASSES       | 0           | 13      | 0              | 0         | 1       | 2         | 13          | 0     | 0             | 1            | 8       | 0         | 39    |
| TTL CREDITS   | 0           | 154     | 0              | 0         | 16      | 24        | 183         | 0     | 0             | 13           | 93      | 0         | 496   |
| A.C.S.        |             | 13.00   |                |           | 16.00   | 12.00     | 14.08       |       |               | 13.00        | 11.63   |           | 12.72 |

Research Services Department  
Hamilton Board of Education  
January 25, 1993



## REVIEW OF CLASS SIZES IN SECONDARY COMPOSITE SCHOOLS

## W LEVEL CLASSES ONLY

SEPTEMBER 30, 1992, SEMESTER ONE CLASSES ONLY

| CLASS<br>SIZE | VISUAL ARTS | ENGLISH | FAMILY STUDIES | GEOGRAPHY | HISTORY | LANGUAGES | MUSIC   | MATHEMATICS | GIRLS PHYS ED | BOYS PHYS ED | SCIENCE | TECHNICAL | TOTAL |
|---------------|-------------|---------|----------------|-----------|---------|-----------|---------|-------------|---------------|--------------|---------|-----------|-------|
| 6             |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 7             |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 8             |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 9             |             | 1       |                |           |         |           |         |             |               |              |         |           | 1     |
| 10            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 11            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 12            |             |         |                |           |         |           |         |             |               | 1            |         |           | 0     |
| 13            |             |         |                |           |         |           |         |             |               |              |         |           | 1     |
| 14            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 15            |             |         |                |           |         |           |         |             |               |              |         | 1         | 2     |
| 16            |             |         |                |           |         | 1         |         |             |               | 1            |         |           | 2     |
| 17            |             |         |                |           |         |           |         |             |               |              | 1       |           | 1     |
| 18            |             |         | 1              | 1         |         | 1         |         |             |               |              |         | 1         | 5     |
| 19            |             |         |                | 2         |         | 1         |         |             |               |              |         |           | 3     |
| 20            | 1           |         |                | 1         | 6       | 1         |         |             |               |              | 1       | 1         | 11    |
| 21            |             |         |                | 1         | 1       | 1         |         |             |               |              |         |           | 4     |
| 22            | 2           | 1       |                | 1         |         |           |         |             |               | 1            |         |           | 7     |
| 23            | 1           | 1       |                |           |         |           |         |             | 1             |              | 2       |           | 5     |
| 24            |             | 1       |                |           |         | 1         |         |             |               |              | 1       |           | 1     |
| 25            | 1           | 1       |                |           |         |           |         |             |               |              |         |           | 2     |
| 26            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 27            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 28            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 29            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 30            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 31            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 32            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 33            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 34            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 35            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 36            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 37            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 38            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 39            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| 40            |             |         |                |           |         |           |         |             |               |              |         |           | 0     |
| CLASSES       | 5           | 5       | 1              | 7         | 7       | 6         |         | 0           | 2             | 3            | 6       | 3         | 45    |
| TTL CREDITS   | 112         | 103     | 18             | 134       | 141     | 117       |         | 0           | 41            | 51           | 125     | 53        | 895   |
| A.C.S.        | 22.40       | 20.60   | 18.00          | 19.14     | 20.14   | 19.50     | #DIV/0! | #DIV/0!     | 20.50         | 17.00        | 20.83   | 17.67     | 19.89 |

Research Services Department  
Hamilton Board of Education  
January 8, 1993

REVIEW OF CLASS SIZES IN SECONDARY COMPOSITE SCHOOLS  
GENERAL LEVEL CLASSES ONLY  
SEPTEMBER 30, 1992, SEMESTER ONE CLASSES ONLY

| CLASS<br>SIZE | VISUAL ARTS |          | ENGLISH | FAMILY STUDIES |       | GEOGRAPHY |       | LANGUAGES   |       | MUSIC |  | GIRLS PHYSICAL |  | BOYS PHYSICAL |  | TECHNICAL |  | TOTAL |
|---------------|-------------|----------|---------|----------------|-------|-----------|-------|-------------|-------|-------|--|----------------|--|---------------|--|-----------|--|-------|
|               |             | BUSINESS |         |                |       | HISTORY   |       | MATHEMATICS |       |       |  | SCIENCE        |  |               |  |           |  |       |
| 1             |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 2             |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 3             |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 4             |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 5             |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 6             |             |          |         |                |       |           |       | 1           |       |       |  |                |  |               |  |           |  | 1     |
| 7             |             |          | 1       | 1              |       |           |       |             |       |       |  |                |  |               |  | 1         |  | 4     |
| 8             | 1           | 2        |         |                |       |           |       |             |       |       |  |                |  |               |  | 1         |  | 4     |
| 9             | 2           | 1        | 1       |                |       |           |       |             |       |       |  |                |  |               |  | 4         |  | 10    |
| 10            |             | 2        |         |                |       |           |       |             |       | 1     |  |                |  | 1             |  | 1         |  | 5     |
| 11            |             |          |         |                |       | 1         |       | 2           |       |       |  | 1              |  |               |  | 9         |  | 13    |
| 12            |             | 2        | 1       | 2              |       |           |       | 2           |       | 2     |  | 3              |  | 1             |  | 2         |  | 16    |
| 13            |             | 2        | 3       |                |       | 1         |       | 1           | 2     | 1     |  | 1              |  | 1             |  | 11        |  | 25    |
| 14            | 1           | 2        |         |                |       | 3         |       | 1           |       | 1     |  |                |  | 2             |  | 15        |  | 27    |
| 15            | 2           | 2        | 3       | 1              |       | 1         |       | 1           |       | 1     |  |                |  | 1             |  | 13        |  | 24    |
| 16            | 4           | 3        | 1       | 1              |       |           |       | 3           |       | 1     |  |                |  | 2             |  | 18        |  | 37    |
| 17            | 1           | 5        | 3       | 1              |       | 2         |       | 4           |       |       |  | 3              |  | 6             |  | 17        |  | 49    |
| 18            | 3           | 9        | 2       | 3              |       | 2         |       | 5           |       |       |  | 3              |  | 2             |  | 12        |  | 46    |
| 19            | 2           | 7        | 3       | 2              |       | 1         |       | 2           |       | 2     |  | 2              |  | 5             |  | 11        |  | 47    |
| 20            | 6           | 12       | 11      | 1              |       | 4         |       | 4           |       | 2     |  | 4              |  | 4             |  | 26        |  | 87    |
| 21            | 6           | 12       | 11      | 3              |       | 3         |       | 10          |       | 1     |  | 4              |  | 11            |  | 9         |  | 81    |
| 22            | 6           | 15       | 11      | 2              |       | 3         |       | 6           |       |       |  | 4              |  | 9             |  | 10        |  | 79    |
| 23            | 9           | 14       | 12      | 2              |       | 2         |       | 8           |       | 4     |  | 9              |  | 11            |  | 5         |  | 86    |
| 24            | 10          | 9        | 19      | 5              |       | 4         |       | 1           |       | 1     |  | 7              |  | 6             |  | 7         |  | 79    |
| 25            | 6           | 10       | 18      | 6              |       | 4         |       | 6           |       |       |  | 5              |  | 6             |  | 1         |  | 71    |
| 26            | 3           | 18       |         | 2              |       | 4         |       | 8           |       |       |  | 3              |  | 9             |  | 2         |  | 75    |
| 27            | 3           | 8        | 6       | 3              |       | 2         |       | 7           |       |       |  | 3              |  | 4             |  | 4         |  | 44    |
| 28            | 3           | 9        | 4       | 1              |       |           |       | 11          |       |       |  | 1              |  | 3             |  | 1         |  | 34    |
| 29            | 2           | 7        | 4       |                |       | 2         |       | 1           |       |       |  | 1              |  | 2             |  |           |  | 20    |
| 30            |             | 3        | 4       | 1              |       | 1         |       | 1           |       |       |  | 1              |  |               |  |           |  | 12    |
| 31            |             | 3        | 2       |                |       |           |       | 2           |       |       |  |                |  | 4             |  |           |  | 12    |
| 32            |             | 3        | 1       |                |       | 1         |       | 1           |       |       |  | 1              |  |               |  |           |  | 7     |
| 33            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 2     |
| 34            |             |          |         |                |       |           |       | 2           |       |       |  |                |  |               |  |           |  | 2     |
| 35            |             |          |         |                |       | 1         |       |             |       |       |  |                |  | 1             |  |           |  | 0     |
| 36            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 37            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  | 1         |  | 1     |
| 38            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 39            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| 40            |             |          |         |                |       |           |       |             |       |       |  |                |  |               |  |           |  | 0     |
| CLASSES       | 71          | 161      | 139     | 37             | 32    | 33        | 29    | 100         | 17    |       |  | 56             |  | 89            |  | 170       |  | 1000  |
| TTL CREDITS   | 1532        | 3616     | 3219    | 805            | 732   | 741       | 604   | 2273        | 307   |       |  | 1233           |  | 1992          |  | 2920      |  | 21375 |
| A.C.S         | 21.58       | 22.46    | 23.16   | 21.76          | 22.88 | 22.45     | 20.83 | 22.73       | 18.06 |       |  | 22.02          |  | 22.38         |  | 17.18     |  | 21.38 |

Research Services Department  
Hamilton Board of Education  
January 25, 1993



REVIEW OF CLASS SIZES IN SECONDARY COMPOSITE SCHOOLS  
 ADVANCED LEVEL CLASSES ONLY  
 SEPTEMBER 30, 1992, SEMESTER ONE CLASSES ONLY

| CLASS<br>SIZE | VISUAL ARTS |       | ENGLISH |    | FAMILY STUDIES |       | GEOGRAPHY |   | LANGUAGES   |       | MUSIC |       | GIRLS PHYS ED |       | BOYS PHYS ED |  | TECHNICAL |       | TOTAL |
|---------------|-------------|-------|---------|----|----------------|-------|-----------|---|-------------|-------|-------|-------|---------------|-------|--------------|--|-----------|-------|-------|
|               | BUSINESS    |       |         |    |                |       | HISTORY   |   | MATHEMATICS |       |       |       |               |       |              |  | SCIENCE   |       |       |
| 1             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 2             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 3             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 4             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 5             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 6             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 7             |             |       |         |    |                |       | 1         |   |             |       |       |       |               |       |              |  |           |       | 1     |
| 8             |             |       |         |    |                |       |           |   |             |       | 1     |       |               |       |              |  |           |       | 3     |
| 9             |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  | 1         |       | 3     |
| 10            |             |       |         | 1  |                |       |           |   |             | 2     |       |       |               |       | 1            |  |           |       | 8     |
| 11            |             | 1     |         | 2  |                |       | 1         |   |             | 3     |       |       |               |       |              |  |           |       | 10    |
| 12            |             | 1     |         | 1  |                |       |           |   |             | 1     |       |       |               |       |              |  | 1         |       | 7     |
| 13            |             | 1     |         | 4  |                |       |           | 1 |             | 4     |       |       |               |       |              |  | 3         |       | 21    |
| 14            |             | 1     |         | 1  |                | 1     |           |   |             | 2     |       |       |               |       |              |  | 3         |       | 19    |
| 15            |             | 1     |         | 5  |                | 1     |           | 1 |             | 2     |       |       |               |       |              |  | 5         |       | 30    |
| 16            |             | 2     |         | 4  |                |       | 1         |   |             | 5     |       |       |               |       |              |  | 2         |       | 25    |
| 17            |             | 1     |         | 5  |                | 4     | 1         |   |             | 5     |       |       |               |       |              |  | 2         |       | 28    |
| 18            |             | 2     |         | 4  |                | 2     | 3         |   |             | 5     |       |       |               |       |              |  | 4         |       | 30    |
| 19            |             | 2     |         | 6  |                | 1     | 1         |   |             | 18    |       |       |               | 1     |              |  | 5         |       | 47    |
| 20            |             | 2     |         | 11 |                |       | 3         |   |             | 7     |       |       |               |       |              |  | 10        |       | 38    |
| 21            |             | 1     |         | 6  |                | 1     | 3         |   |             | 8     |       |       |               |       |              |  | 9         |       | 49    |
| 22            |             | 3     |         | 14 |                | 3     | 4         |   |             | 14    |       |       |               |       |              |  | 8         |       | 57    |
| 23            |             | 4     |         | 13 |                | 4     | 5         |   |             | 16    |       |       |               |       |              |  | 13        |       | 73    |
| 24            |             | 2     |         | 19 |                | 3     | 10        |   |             | 5     |       |       |               |       |              |  | 16        |       | 70    |
| 25            |             | 4     |         | 13 |                | 5     | 7         |   |             | 12    |       |       |               |       | 1            |  | 9         |       | 66    |
| 26            |             | 4     |         | 15 |                |       | 6         |   |             | 19    |       |       |               |       | 1            |  | 14        |       | 69    |
| 27            |             | 3     |         | 23 |                | 5     | 5         |   |             | 12    |       |       |               |       |              |  | 16        |       | 77    |
| 28            |             | 2     |         | 16 |                | 6     | 3         |   |             | 14    |       |       |               |       | 1            |  | 12        |       | 72    |
| 29            |             | 3     |         | 15 |                | 2     | 7         |   |             | 9     |       |       |               |       |              |  | 12        |       | 63    |
| 30            |             | 1     |         | 16 |                | 1     | 5         |   |             | 5     |       |       |               |       |              |  | 1         |       | 37    |
| 31            |             |       |         | 8  |                | 1     | 2         |   |             | 5     |       |       |               |       |              |  | 2         |       | 21    |
| 32            |             |       |         | 5  |                |       | 1         |   |             | 1     |       |       |               |       |              |  | 1         |       | 14    |
| 33            |             |       |         | 1  |                |       | 1         |   |             | 1     |       |       |               |       |              |  | 1         |       | 6     |
| 34            |             |       |         |    |                |       |           |   |             | 1     |       |       |               |       |              |  |           |       | 1     |
| 35            |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 1     |
| 36            |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 2     |
| 37            |             |       |         |    |                |       |           | 1 |             |       |       |       |               |       |              |  |           |       | 1     |
| 38            |             |       |         |    |                | 1     |           |   |             |       |       |       |               |       |              |  |           |       | 1     |
| 39            |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| 40            |             |       |         |    |                |       |           |   |             |       |       |       |               |       |              |  |           |       | 0     |
| CLASSES       | 23          | 49    | 206     |    | 41             | 56    | 85        |   |             | 74    | 178   | 44    |               | 12    | 4            |  | 150       | 28    | 950   |
| TTL CREDITS   | 443         | 1076  | 5037    |    | 988            | 1390  | 2124      |   |             | 1657  | 4063  | 867   |               | 294   | 89           |  | 3521      | 472   | 22021 |
| A.C.S         | 19.26       | 21.96 | 24.45   |    | 24.10          | 24.82 | 24.99     |   |             | 22.39 | 22.83 | 19.70 |               | 24.50 | 22.25        |  | 23.47     | 16.86 | 23.18 |

Research Services Department  
 Hamilton Board of Education  
 January 8, 1993



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 02 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

## **GENERAL**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS** - Nil

**2. PERMANENT STAFF APPOINTMENTS** - Nil

**3. PROMOTIONS**

(a) That John Moffat be appointed to the position of Supervisory Foreman (Grade 12, Administrative Staff), effective 1993 03 01, with salary according to the salary schedule.  
(Replacement)

**4. INTERNAL APPOINTMENTS** - Nil

**5. TIMETABLE CHANGES** - Nil

**6. RETIREMENTS**

(a) That the resignation of James Kerr, Co-ordinator (Technological Studies), for the purpose of retirement, effective 1993 06 30, be accepted with regret, and that the Board's gratuity be paid.

(b) (i) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Pearl Marhal (Cleaner, Cleaning Staff), 1993 02 26

Russell Norman (Foreman, Administrative Staff), 1993 03 31

Lorene Reid (Cleaner, Cleaning Staff), 1993 06 30

(ii) That the resignation of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret:

Sylvia Burke (Cleaner, Cleaning Staff), 1993 01 27

**7. LEAVING EMPLOYMENT** - Nil

**8. LEAVES**

**Leave of Absence**

(a) That the request of Margaret F. Mills (Fireman, Caretaking and Maintenance Staff) for a Leave of Absence, effective 1993 03 01 to 1993 08 20, be granted.

**Leave of Absence - Date Change**

(a) That the effective date of the Leave of Absence granted to Denise Dawson (Auditor and Special Projects Assistant, Administrative Staff) at a previous meeting be changed to 1993 01 19 to 1993 05 17.



**Leave Extension**

(a) That the request of Aurelie Stirling (Assistant Caretaker, Caretaking and Maintenance Staff) for an extension of a Leave of Absence, effective 1992 10 19 to 1993 01 12, be granted.

**Return from Leave of Absence**

(a) That the following staff be returned from their Leaves of Absence, effective as shown:

Lonnie Brown (Assistant Caretaker, Caretaking and Maintenance Staff), 1993 11 09

Sandra Curran (Cleaner, Cleaning Staff), 1992 12 04

Maria Girardi (Cleaner, Cleaning Staff), 1992 11 16

Aurelie Stirling (Assistant Caretaker, Caretaking and Maintenance Staff), 1993 01 13

**9. OCCASIONAL STAFF APPOINTMENTS** - Nil

**10. OTHERS** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

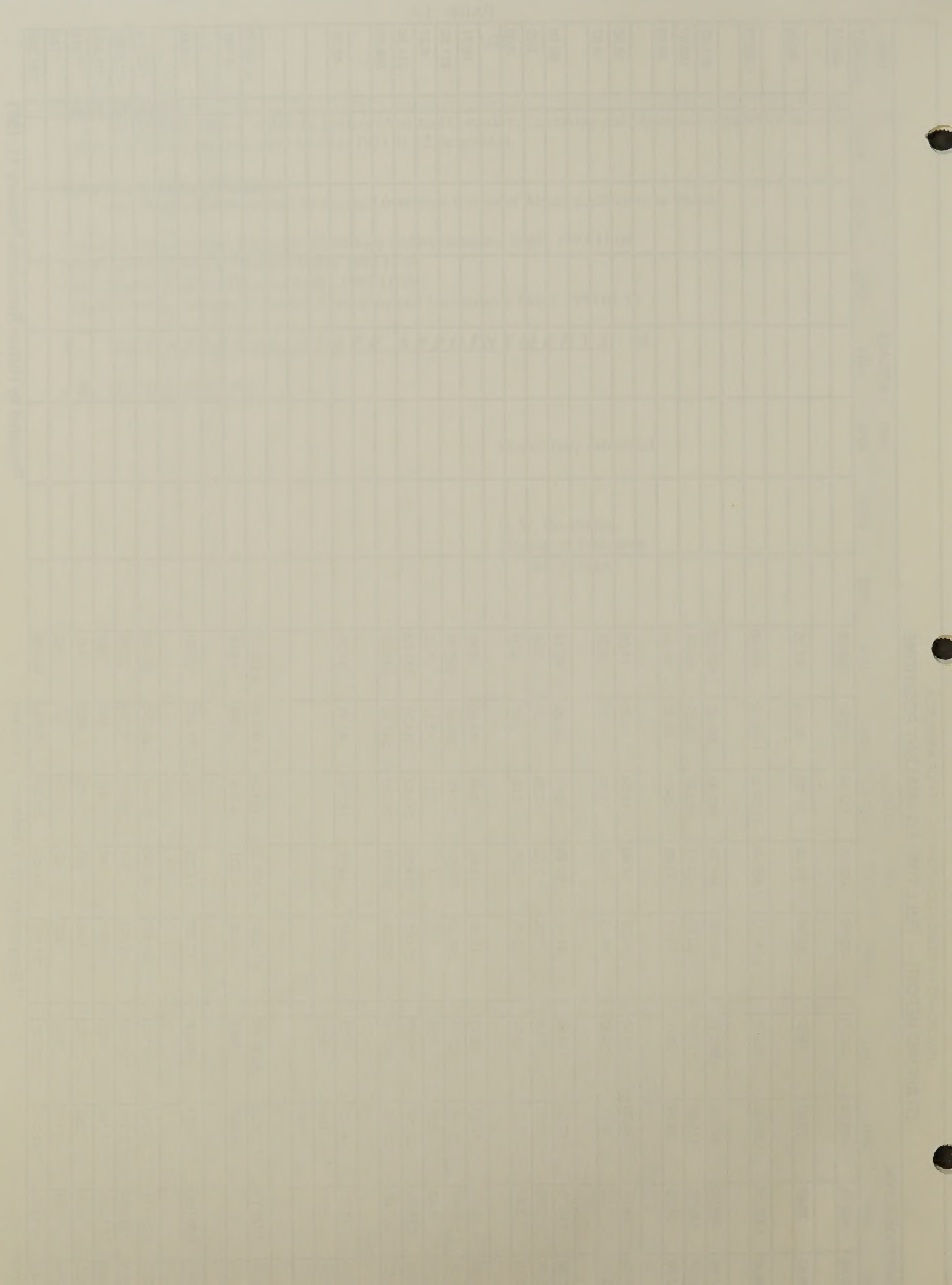
| DECEMBER 31st ACTUAL       |            |            |            |            |          |          |          |          |          |          |          |     |     |     |     |      |      |     |  |  |  |          |  |  | 1992 ACTUALS |          |  |  |  | 1993 ACTUALS |  |  |  |  | 1992 BUDGET |  |  |  |  |
|----------------------------|------------|------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|-----|-----|-----|-----|------|------|-----|--|--|--|----------|--|--|--------------|----------|--|--|--|--------------|--|--|--|--|-------------|--|--|--|--|
|                            | 1986       | 1987       | 1988       | 1989       | 1990     | 1991     | SEPT     | OCT      | NOV      | DEC      | JAN      | FEB | MAR | APR | MAY | JUNE | JULY | AUG |  |  |  |          |  |  |              |          |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Admin & Support Staff      | 419.37     | 432.24     | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   |     |     |     |     |      |      |     |  |  |  | 452.66   |  |  |              | 449.11   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Co-ordinators/Consultants  | 76.00      | 78.00      | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    |     |     |     |     |      |      |     |  |  |  | 61.00    |  |  |              | 60.00    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Teachers - Elementary      | 1,362.95   | 1,414.75   | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,655.15 | 1,656.40 | 1,656.60 | 1,656.60 | 1,658.60 |     |     |     |     |      |      |     |  |  |  | 1,658.60 |  |  |              | 1,662.75 |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Secondary - Composite      | 732.67     | 741.83     | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 861.33   | 861.33   | 861.33   | 861.33   |     |     |     |     |      |      |     |  |  |  | 861.33   |  |  |              | 851.37   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Vocational               | 159.83     | 160.90     | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 100.67   | 100.67   | 100.67   | 100.67   |     |     |     |     |      |      |     |  |  |  | 100.67   |  |  |              | 103.67   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Vanier                   | 31.00      | 31.50      | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    |     |     |     |     |      |      |     |  |  |  | 35.00    |  |  |              | 35.00    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Elementary TR              | 34.00      | 29.00      | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    |     |     |     |     |      |      |     |  |  |  | 14.00    |  |  |              | 16.00    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Secondary TR               | 6.00       | 7.00       | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    |     |     |     |     |      |      |     |  |  |  | 15.33    |  |  |              | 14.67    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Lunchroom - Elementary     | 78.40      | 92.80      | 102.90     | 115.10     | 112.30   | 118.50   | 81.86    | 82.43    | 82.86    | 82.86    | 83.14    |     |     |     |     |      |      |     |  |  |  | 83.14    |  |  |              | 88.50    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Secondary                | 7.30       | 7.30       | 7.00       | 7.00       | 7.00     | 7.00     | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     |     |     |     |     |      |      |     |  |  |  | 7.36     |  |  |              | 7.00     |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Vocational               | 3.10       | 3.10       | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     |     |     |     |     |      |      |     |  |  |  | 2.00     |  |  |              | 2.00     |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Bus Supervisors            | 12.10      | 13.90      | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    |     |     |     |     |      |      |     |  |  |  | 15.86    |  |  |              | 16.71    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Educational Assistants     | 139.00     | 155.00     | 173.00     | 217.50     | 221.50   | 223.50   | 228.50   | 250.50   | 250.50   | 250.50   | 250.50   |     |     |     |     |      |      |     |  |  |  | 250.50   |  |  |              | 211.50   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Lunchroom Assistants       | 5.14       | 5.71       | 6.00       | 6.43       | 6.56     | 6.56     | 6.27     | 7.12     | 7.12     | 7.12     | 7.12     |     |     |     |     |      |      |     |  |  |  | 7.12     |  |  |              | 6.27     |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Ctrks/Main/Whs/Asbestos    | 210.00     | 210.00     | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 214.00   | 214.00   | 214.00   | 213.00   |     |     |     |     |      |      |     |  |  |  | 213.00   |  |  |              | 214.50   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Cleaners/Cooks             | 330.00     | 333.00     | 340.00     | 347.00     | 351.00   | 360.00   | 353.00   | 353.00   | 353.00   | 347.00   | 331.00   |     |     |     |     |      |      |     |  |  |  | 331.00   |  |  |              | 358.00   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Staff On Loan - Teachers   | 29.55      | 34.25      | 34.92      | 33.92      | 41.25    | 41.75    | 39.05    | 40.05    | 40.05    | 41.05    | 41.55    |     |     |     |     |      |      |     |  |  |  | 41.55    |  |  |              | 42.75    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Consultants              |            |            | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |     |     |     |     |      |      |     |  |  |  |          |  |  |              |          |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Clerical                 |            |            |            |            | 0.50     |          |          |          |          |          |          |     |     |     |     |      |      |     |  |  |  |          |  |  |              |          |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Full Time Equiv. Positions | 3,636.41   | 3,750.28   | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,142.68 | 4,168.35 | 4,169.34 | 4,164.34 | 4,150.12 |     |     |     |     |      |      |     |  |  |  | 4,150.12 |  |  |              | 4,139.80 |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Number Of Employees        |            |            |            |            | 4,805    | 4,861    | 4,802    | 4,831    | 4,834    | 4,829    | 4,816    |     |     |     |     |      |      |     |  |  |  | 4,816    |  |  |              | 4,799    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Lunchroom Enrolment        | 12,000 est | 13,000 est | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,299   | 17,299   | 17,432   | 17,432   | 17,491   |     |     |     |     |      |      |     |  |  |  | 17,491   |  |  |              | 16,645   |  |  |  |              |  |  |  |  |             |  |  |  |  |
| Enrolment - Elementary     | * 24,682   | * 24,741   | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,390   | 26,347   | 26,330   | 26,256   |     |     |     |     |      |      |     |  |  |  | 26,256   |  |  |              | **26,519 |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Sec Composite            | *11,928    | *12,171    | *12,213    | *12,354    | *12,707  | *12,328  | *13,001  | 12,651   | 12,276   | 12,103   | 12,260   |     |     |     |     |      |      |     |  |  |  | 12,260   |  |  |              | **13,093 |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Sec Vocational           | * 1,794    | * 1,698    | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 990      | 918      | 880      | 891      |     |     |     |     |      |      |     |  |  |  | 891      |  |  |              | **1,066  |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - Sec Vanier               | * 400      | * 400      | * 407      | * 400      | * 399    | * 382    | * 465    | 459      | 455      | 452      | 441      |     |     |     |     |      |      |     |  |  |  | 441      |  |  |              | **413    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - T. R.                    | * 262      | * 243      | * 210      | * 193      | * 178    | * 160    | * 167    | 165      | 164      | 161      | 162      |     |     |     |     |      |      |     |  |  |  | 162      |  |  |              | **148    |  |  |  |              |  |  |  |  |             |  |  |  |  |
| - TOTAL                    | * 39,066   | * 39,253   | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,655   | 40,160   | 39,926   | 40,010   |     |     |     |     |      |      |     |  |  |  | 40,010   |  |  |              | **41,239 |  |  |  |              |  |  |  |  |             |  |  |  |  |

\*September 30th Enrolments

\*\* September 30th Enrolment Estimates

Prepared by Human Resources February 11, 1993







## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO DECEMBER 31, 1992

| SECONDARY  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 17            | 7.0                          | 196.0                     | 30.5                            | 21.5                                   | 25.5                                                    | 3.0               | 1.0                 | 49.5  | 327.0           | 334.5                        | 34,300     | 29,516               | 63,816        |
| FEBRUARY   | 20            | 19.0                         | 321.0                     | 44.5                            | 44.5                                   | 18.5                                                    | .5                | 4.0                 | 55.5  | 488.5           | 564.5                        | 50,649     | 12,845               | 63,494        |
| MARCH      | 17            | 49.0                         | 267.0                     | 19.0                            | 14.0                                   | 12.0                                                    | 1.0               | 2.0                 | 52.5  | 367.5           | 387.5                        | 38,008     | 23,549               | 61,557        |
| APRIL      | 20            | 40.0                         | 215.0                     | 40.0                            | 32.5                                   | 18.0                                                    |                   | 8.0                 | 54.5  | 368.0           | 510.0                        | 37,794     | 35,606               | 73,400        |
| MAY        | 19            | 176.0                        | 376.5                     | 63.5                            | 25.0                                   | 32.5                                                    | 2.5               | 6.5                 | 53.0  | 559.5           | 835.5                        | 56,445     | 47,347               | 103,792       |
| JUNE       | 16            | 198.0                        | 197.0                     | 5.5                             | 10.0                                   | 10.0                                                    |                   | 2.0                 | 32.5  | 257.0           | 253.0                        | 26,411     | 47,023               | 73,434        |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| SEPTEMBER  | 17            | 20.0                         | 125.5                     | 24.5                            | 3.0                                    | 2.5                                                     | 1.0               | 1.5                 | 13.0  | 171.0           | 296.0                        | 18,555     | 13,543               | 32,098        |
| OCTOBER    | 21            | 34.0                         | 252.0                     | 37.5                            | 9.0                                    | 15.5                                                    |                   | 5.0                 | 25.5  | 344.5           | 578.0                        | 39,576     | 24,312               | 63,888        |
| NOVEMBER   | 21            | 30.5                         | 319.5                     | 31.5                            | 27.0                                   | 25.5                                                    |                   | 3.0                 | 27.0  | 433.5           | 493.0                        | 49,752     | 43,971               | 93,723        |
| DECEMBER   | 14            | 28.0                         | 287.5                     | 9.0                             | 13.0                                   | 16.5                                                    |                   | 1.0                 | 22.5  | 349.5           | 472.5                        | 38,510     | 13,915               | 52,425        |
| TOTALS     |               | 602.5                        | 2557.0                    | 305.5                           | 199.5                                  | 176.5                                                   | 8.0               | 34.0                | 385.5 | 3666.0          | 4724.5                       | 390,000    | 291,627              | 681,627       |
| % Of Total |               |                              | 69.7                      | 8.3                             | 5.4                                    | 4.8                                                     | 0.2               | 0.9                 | 10.5  |                 |                              |            |                      |               |

| ELEMENTARY |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|---------------|
|            | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
| MONTH      |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| JANUARY    | 19            |                              | 1125.0                    | 89.5                            | 38.0                                   | 97.5                                                    | 55.5              | 12.5                | 80.0  | 1498.0          | 1758.5                       | 159,684    | 62,359               | 222,043       |
| FEBRUARY   | 20            |                              | 1408.5                    | 19.5                            | 14.0                                   | 32.0                                                    | 45.5              | 17.5                | 146.0 | 1683.0          | 2361.0                       | 179,929    | 66,550               | 246,479       |
| MARCH      | 16            |                              | 1069.0                    | 3.5                             | 7.0                                    | 18.0                                                    | 33.0              | 5.5                 | 65.5  | 1201.5          | 841.5                        | 127,809    | 75,276               | 203,085       |
| APRIL      | 20            |                              | 1213.5                    | 2.0                             | 15.0                                   | 46.5                                                    | 94.5              | 10.5                | 71.0  | 1453.0          | 1617.5                       | 152,927    | 123,557              | 276,484       |
| MAY        | 19            |                              | 1306.5                    | 10.5                            | 7.5                                    | 38.5                                                    | 54.5              | 9.5                 | 34.5  | 1461.5          | 1950.0                       | 155,296    | 95,123               | 250,419       |
| JUNE       | 18            |                              | 805.5                     | 29.5                            | 4.0                                    | 33.5                                                    | 26.5              | 8.0                 | 17.0  | 924.0           | 1174.0                       | 97,882     | 93,849               | 191,731       |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |               |
| SEPTEMBER  | 16            | 7.0                          | 555.5                     | 29.5                            | 1.5                                    | 8.0                                                     | 23.0              | 2.0                 | 69.5  | 689.0           | 808.0                        | 81,102     | 31,399               | 112,501       |
| OCTOBER    | 21            | 24.5                         | 1026.5                    | 10.5                            | 8.0                                    | 37.5                                                    | 49.5              | 4.0                 | 51.5  | 1187.5          | 1806.0                       | 138,394    | 33,011               | 171,405       |
| NOVEMBER   | 21            | 32.5                         | 1747.0                    | 15.5                            | 26.0                                   | 43.0                                                    | 60.5              | 5.5                 | 51.0  | 1948.5          | 1999.0                       | 228,877    | 104,633              | 333,510       |
| DECEMBER   | 13            | 12.0                         | 1,136.5                   | 12.5                            | 9.5                                    | 29.5                                                    | 33.5              | 2.0                 | 180.0 | 1403.5          | 1290.0                       | 134,616    | 40,439               | 175,055       |
| TOTALS     |               | 76.0                         | 11393.5                   | 222.5                           | 130.5                                  | 384.0                                                   | 476.0             | 77.0                | 766.0 | 13449.5         | 15605.5                      | 1,456,516  | 726,196              | 2,182,712     |
| % Of Total |               |                              | 84.7                      | 1.7                             | 1.0                                    | 2.9                                                     | 3.5               | 0.6                 | 5.7   |                 |                              |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO DECEMBER 31, 1992

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                      |        |                 |                              |            |                      |               |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|----------------------|--------|-----------------|------------------------------|------------|----------------------|---------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder- ation Matters | Other  | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY                | 7.0                          | 1321.0                    | 120.0                           | 59.5                                   | 123.0                                                   | 58.5              | 13.5                 | 129.5  | 1825.0          | 2093.0                       | 193,984    | 91,875               | 285,859       |
| FEBRUARY               | 19.0                         | 1729.5                    | 64.0                            | 58.5                                   | 50.5                                                    | 46.0              | 21.5                 | 201.5  | 2171.5          | 2925.5                       | 230,578    | 79,395               | 309,973       |
| MARCH                  | 49.0                         | 1336.0                    | 22.5                            | 21.0                                   | 30.0                                                    | 34.0              | 7.5                  | 118.0  | 1569.0          | 1229.0                       | 165,817    | 98,825               | 264,642       |
| APRIL                  | 40.0                         | 1428.5                    | 42.0                            | 47.5                                   | 64.5                                                    | 94.5              | 18.5                 | 125.5  | 1821.0          | 2127.5                       | 190,721    | 159,163              | 349,884       |
| MAY                    | 176.0                        | 1683.0                    | 74.0                            | 32.5                                   | 71.0                                                    | 57.0              | 16.0                 | 87.5   | 2021.0          | 2785.5                       | 211,741    | 142,470              | 354,211       |
| JUNE                   | 199.0                        | 1002.5                    | 35.0                            | 14.0                                   | 43.5                                                    | 26.5              | 10.0                 | 49.5   | 1181.0          | 1427.0                       | 124,293    | 140,872              | 265,165       |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                      |        |                 |                              |            |                      |               |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                      |        |                 |                              |            |                      |               |
| SEPTEMBER              | 27.0                         | 681.0                     | 54.0                            | 4.5                                    | 10.5                                                    | 24.0              | 3.5                  | 82.5   | 860.0           | 1104.0                       | 99,657     | 44,942               | 144,599       |
| OCTOBER                | 58.5                         | 1278.5                    | 48.0                            | 17.0                                   | 53.0                                                    | 49.5              | 9.0                  | 77.0   | 1532.0          | 2384.0                       | 177,970    | 57,323               | 235,293       |
| NOVEMBER               | 63.0                         | 2066.5                    | 47.0                            | 53.0                                   | 68.5                                                    | 60.5              | 8.5                  | 78.0   | 2382.0          | 2492.0                       | 278,629    | 148,604              | 427,233       |
| DECEMBER               | 40.0                         | 1424.0                    | 21.5                            | 22.5                                   | 46.0                                                    | 33.5              | 3.0                  | 202.5  | 1753.0          | 1762.5                       | 173,126    | 54,354               | 227,480       |
| TOTALS                 | 678.5                        | 13950.5                   | 528.0                           | 330.0                                  | 560.5                                                   | 484.0             | 111.0                | 1151.5 | 17115.5         | 20330.0                      | 1,846,516  | 1,017,823            | 2,864,339     |
| % Of Total             |                              | 81.5                      | 3.1                             | 1.9                                    | 3.3                                                     | 2.8               | 0.6                  | 6.7    |                 |                              |            |                      | 112.0         |

1992 BUDGET  
\$2,558,300



**TO :** The Chairman and Members of  
The Personnel and Organization Committee  
1993 02 11

**FROM :** Bruce Sinclair  
Superintendent  
Human Resources

**RE :** Workers' Compensation Update

**REPORT :** INFORMATION/DECISION

**BACKGROUND :**

- \* THE PURPOSE OF THIS REPORT IS TO SHARE WORKERS' COMPENSATION INFORMATION WITH THE BOARD
- \* THE BOARD'S ACCIDENT EXPERIENCE IS SHOWN ON APPENDIX I
- \* RECENT CHANGES TO WORKERS' COMPENSATION BOARD LEGISLATION, IN THE AREAS OF ASSESSMENT, PENSIONS ETC., HAVE INCREASED OUR COSTS SEE APPENDIX II FOR ASSESSMENT EXPERIENCE
- \* FUTURE WORKERS' COMPENSATION BOARD LEGISLATION, UNDER THE **NEW EXPERIMENTAL EXPERIENCE RATING (NEER)**, IS EXPECTED IN 1995 AND COULD FURTHER INCREASE COSTS (**APPENDIX III**)
- \* THE BOARD'S CURRENT ACCIDENT EXPERIENCE AND ASSOCIATED COSTS, COULD RESULT IN A WORKERS' COMPENSATION BOARD PENALTY

**ISSUE :**

- \* TO SHARE INFORMATION WITH THE BOARD ON WORKERS' COMPENSATION BOARD



**RECOMMENDATION :**

1. THAT THIS UPDATE ON WORKERS' COMPENSATION BOARD DATED 1993 02 11 BE RECEIVED FOR INFORMATION
2. THAT AN ACTION COMMITTEE BE ESTABLISHED BY MANAGEMENT TO DEVELOP A PLAN TO
  - IMPLEMENT A SYSTEMATIC APPROACH TO WORKERS' COMPENSATION BOARD CLAIMS MANAGEMENT
  - CURB WORKERS' COMPENSATION BOARD COSTS
  - AVOID POSSIBLE PENALTY

(COMMITTEE MEMBERSHIP IS IDENTIFIED IN APPENDIX IV)
3. THAT A REPORT ON THE ACTIVITIES OF THE ACTION COMMITTEE BE PRESENTED TO PERSONNEL AND ORGANIZATION COMMITTEE ON 1993 10 14

**RATIONALE :**

- \* THE BOARD IS AT RISK OF A WORKERS' COMPENSATION BOARD PENALTY [91(7)] AS A RESULT OF CURRENT WORKERS' COMPENSATION BOARD EXPENDITURES AND ACCIDENT STATISTICS
- \* CURRENT WORKERS' COMPENSATION BOARD EXPENDITURES AND ACCIDENT STATISTICS WILL RESULT IN EXCESSIVE COSTS AS A RESULT OF NEER IN 1995
- \* ACCIDENTS/INJURIES CAN BE REDUCED
- \* WORKERS' COMPENSATION BOARD COSTS ARE CONTROLLABLE
- \* THE ACTION COMMITTEE WILL MEET AS REQUIRED FOR A PERIOD OF 6 MONTHS TO PROVIDE LEADERSHIP AND GUIDANCE IN ESTABLISHING PRIORITIES AS OUTLINED IN APPENDIX V

## APPENDIX I

| ACCIDENT SUMMARY   |      |      |      |      |
|--------------------|------|------|------|------|
| ITEM               | 1989 | 1990 | 1991 | 1992 |
| <u>ACCIDENT</u>    |      |      |      |      |
| Lost time (LT)     | 159  | 205  | 197  | 203  |
| Health Care (HC)   | 137  | 174  | 222  | 211  |
| Incident           | 345  | 447  | 467  | 467  |
| Total              | 641  | 826  | 886  | 881  |
| Teachers LT        | 42   | 42   | 32   | 51   |
| HC                 | 47   | 51   | 74   | 80   |
| Caretakers LT      | 32   | 48   | 46   | 38   |
| HC                 | 21   | 34   | 48   | 34   |
| Cleaners LT        | 59   | 73   | 85   | 80   |
| HC                 | 29   | 46   | 46   | 22   |
| Ed. Assist. LT     | 5    | 16   | 14   | 16   |
| HC                 | 9    | 8    | 17   | 26   |
| <u>INJURY/TYPE</u> |      |      |      |      |
| Back               | 126  | 156  | 166  | 210  |
| Arm                | 67   | 119  | 102  | 121  |
| Foot               | 71   | 96   | 56   | 58   |
| Leg                | 90   | 112  | 109  | 160  |
| Cuts/Bruises       | 96   | 66   | 95   | 61   |
| Strains            | 183  | 192  | 181  | 183  |
| Slip/Fall          | 141  | 221  | 238  | 272  |
| Struck By          | 131  | 146  | 154  | 144  |



## APPENDIX II

| WCB ASSESSMENT |                  |                    |
|----------------|------------------|--------------------|
| YEAR           | ASSESSMENT       | COST EXPERIENCE    |
| 1989           | \$ 620,900       | \$ 680,000         |
| 1990           | \$ 750,600 (21%) | \$ 705,000 (4%)    |
| 1991           | \$ 820,000 (9%)  | \$ 946,000 (34%)   |
| 1992           | \$ 960,000 (17%) | \$ 1,280,000 (35%) |
| 1993           | ? (?)            |                    |

**NOTE:** ASSESSMENT INCREASES DUE TO:

- i) INCREASED BOARD PAYROLL
- ii) INCREASED WCB RATE (PER \$ 100/PAYROLL)

COST INCREASES DUE TO

- i) INCREASE IN REPORTED ACCIDENTS
- ii) PENSIONS
- iii) NEL + FEL AWARDS\*
- iv) WORKER SUPPLEMENT DURING REHABILITATION

\*NON ECONOMIC LOSS (NEL)/FUTURE ECONOMIC LOSS (FEL)

APPENDIX III

**THE NEW EXPERIMENTAL EXPERIENCE  
RATING PLAN (NEER)**

- \* SCHOOL BOARDS WILL BE INCLUDED BY 1995
- \* BOARD ACCIDENT COST RECORDS (INCLUDES ACCIDENT COSTS + INJURY FREQUENCY) TO BE REVIEWED
  - POOR RECORDS WILL RECEIVE A SURCHARGE
  - GOOD RECORDS WILL RECEIVE A REBATE
- \* THIS WILL RESULT IN A MONETARY INCENTIVE TO ENCOURAGE ACCIDENT PREVENTION AND REDUCE ACCIDENT COSTS
- \* ACCIDENT COSTS FOR EACH YEAR WILL ALSO INCLUDE
  - ACTUAL COST FOR YEAR
  - + POSSIBLE FUTURE COSTS
  - + OVERHEAD AND ADMINISTRATION
- \* REFUND
  - 60% - 80% X (EXPECTED - ACTUAL COSTS)
- \* SURCHARGE
  - 60% - 80% X (ACTUAL - EXPECTED COSTS)
- \* MAXIMUM SURCHARGES
  - 2 X 80% X (ACTUAL - EXPECTED COSTS)



## **MANAGEMENT HEALTH AND SAFETY ACTION COMMITTEE**

### **COMPOSITION:**

|                        |                                                                             |
|------------------------|-----------------------------------------------------------------------------|
| BRUCE SINCLAIR         | SUPERINTENDENT-HUMAN RESOURCES                                              |
| PAUL SHEWFELT          | SUPERINTENDENT-FINANCE                                                      |
| BOB ORLANDO            | SUPERINTENDENT-PLANT<br>CO-CHAIR<br>PLANT JOINT HEALTH AND SAFETY COMMITTEE |
| BILL FERRIS            | VICE PRINCIPAL<br>CO-CHAIR<br>SCHOOL JOINT HEALTH AND SAFETY COMMITTEE      |
| RESOURCE:<br>BILL URIE | SAFETY CO-ORDINATOR                                                         |

### **MANDATE:**

- \* TO PROVIDE LEADERSHIP, DIRECTION AND INPUT IN THE PREPARATION OF A HEALTH AND SAFETY POLICY AND ACTION/PLAN BY 1993 06 30.
- \* REVIEW FOR IMPLEMENTATION A LIST OF PRIORITIES DESIGNED TO ENSURE LEGISLATIVE COMPLIANCE AS WELL AS REDUCE THE RISK OF WCB PENALTY.

## **PRIORITIES FOR CONSIDERATION**

- \* A WRITTEN HEALTH AND SAFETY PROGRAM DEFINING NEEDS, OBJECTIVE AND RESPONSIBILITIES
- \* A MORE COMPREHENSIVE CLAIMS MANAGEMENT SYSTEM
- \* REVISED PROCEDURES FOR REPORTING AND INVESTIGATING ACCIDENTS
- \* A FOLLOW UP SYSTEM FOR JOINT HEALTH AND SAFETY COMMITTEE RECOMMENDATIONS
- \* TRAINING FOR JOINT HEALTH AND SAFETY COMMITTEE, SUPERVISORY STAFF, TRUSTEES, EMPLOYEES AND FIRST AIDERS
- \* A REVIEW OF RESOURCES ALLOCATED TO THE SAFETY DEPARTMENT



10/10/10

10/10/10

THE FIRST PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE SECOND PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE THIRD PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE FOURTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE FIFTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE SIXTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE SEVENTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE EIGHTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE NINTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE TENTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE ELEVENTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE TWELFTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE THIRTEENTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

THE FOURTEENTH PART OF THE REPORT IS A SUMMARY OF THE WORK DONE DURING THE YEAR.

NOTE: ALL MEETINGS ARE TENTATIVE, WITH THE EXCEPTION OF THE STANDING COMMITTEES, FRENCH LANGUAGE SECTION AND BOARD, UNTIL CONFIRMED BY THE CHAIRMAN CONCERNED.

APRIL 1993

SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY

|                                                                                                      |                                                                         |                                     |                                                                  |                                                               |                                                          |    |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------|----|
|                                                                                                      |                                                                         |                                     |                                                                  | 1<br>Development 18:15                                        | 2                                                        | 3  |
| 4                                                                                                    | 5<br>Budget Review 18:15<br>followed by<br>Special Board<br>(tentative) | 6<br>Operations<br>Management 18:15 | 7                                                                | 8<br>[Maundy Thursday]<br>Personnel and<br>Organization 18:15 | 9<br>GOOD FRIDAY<br>Education<br>Centre<br>Closed        | 10 |
| 11<br>Hamilton<br>Association of<br>Primary Teachers<br>Conference<br>Hamilton 17th                  | 12<br>EASTER MONDAY<br>Education<br>Centre<br>Closed                    | 13                                  | 14                                                               | 15<br>Board 20:00                                             | 16                                                       | 17 |
| 18<br>Ontario Federation<br>of Home & School<br>Associations'<br>Annual Meeting<br>Chatham 23rd-25th | 19                                                                      | 20                                  | 21<br>Special Education<br>Advisory Committee<br>Committee 19:00 | 22                                                            | 23<br>25th Anniversary<br>-Pauline Johnson<br>School 1-4 | 24 |
| 25                                                                                                   | 26                                                                      | 27<br>Chairs 17:30                  | 28                                                               | 29                                                            | 30                                                       |    |



| Project |           | Location   |            | Status      |            | Comments                                        |  |
|---------|-----------|------------|------------|-------------|------------|-------------------------------------------------|--|
| 1       | Project A | Location A | Location B | Completed   | 2023-01-15 | Project A completed successfully.               |  |
| 2       | Project B | Location C | Location D | In Progress | 2023-02-01 | Project B is currently in progress.             |  |
| 3       | Project C | Location E | Location F | On Hold     | 2023-03-10 | Project C is on hold due to budget constraints. |  |
| 4       | Project D | Location G | Location H | Planned     | 2023-04-01 | Project D is planned for the future.            |  |
| 5       | Project E | Location I | Location J | Completed   | 2023-05-01 | Project E completed successfully.               |  |
| 6       | Project F | Location K | Location L | In Progress | 2023-06-01 | Project F is currently in progress.             |  |
| 7       | Project G | Location M | Location N | On Hold     | 2023-07-01 | Project G is on hold due to budget constraints. |  |
| 8       | Project H | Location O | Location P | Planned     | 2023-08-01 | Project H is planned for the future.            |  |
| 9       | Project I | Location Q | Location R | Completed   | 2023-09-01 | Project I completed successfully.               |  |
| 10      | Project J | Location S | Location T | In Progress | 2023-10-01 | Project J is currently in progress.             |  |

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 02 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

## ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

### 1. PROBATIONARY STAFF APPOINTMENTS - Nil

### 2. PERMANENT STAFF APPOINTMENTS

(a) That Lois Haslett (E) be appointed to the Permanent Staff, effective 1993 03 23, with salary according to the salary schedule.

### 3. PROMOTIONS - Nil

### 4. INTERNAL APPOINTMENTS

(a) That the appointment of Terese Gallagher, Junior/Middle School Consultant - Area 1, be extended effective 1992 09 01 to 1994 06 30.

### 5. TIMETABLE CHANGES - Nil

### 6. RETIREMENTS

(a) That the resignations of the following teachers, for the purpose of retirement, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid:

Martin de Boer (S)  
J. Scott Flewelling (E)  
Leslie John (E)  
Edward Mieczanicec (S)  
Clyde Reid (S)  
Donald Wood (S)

### 7. LEAVING EMPLOYMENT

(a) That the date for the following teacher to leave the employ of the Board be approved:

Carla Small (E), 1993 02 19

(b) That the date for the following staff to leave the employ of the Board be approved:

Marilyn Stennick (Educational Assistant, Educational and Lunchroom Assistant Staff), 1992 12 31

### 8. LEAVES

#### Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Jane Aitken (E), 1992 09 01  
Catherine Alchin (S), 1993 04 01 to 1993 08 31  
Barbara Allum (E), 1993 03 29 to 1993 08 31  
Judith Ambrose (E), 1993 09 01 to 1994 08 31



Gail Andrews (E), 1992 10 31  
 Sandra Holmes (S), 1993 03 29 to 1993 07 23  
 Helen Hubar (E), 1992 10 26  
 Karen Koop (E), 1993 04 13 to 1993 08 31  
 Wendy Martin (E), 1993 02 15 to 1993 08 31  
 Anthonia Major (E), 1992 04 03 to 1992 11 13 (1.0)  
 1993 11 16 (.5)  
 George Massey (E), 1992 11 28  
 Susan McBurney- Fowler (S), 1993 09 01 to 1994 01 31  
 Linda Paradis (E), 1993 04 01 to 1993 08 31  
 Louise Quinn (E), 1993 02 22 to 1993 03 26  
 Alison Tweedy (E), 1993 02 15 to 1993 08 31

(b) That the request of Judy Dalmer (Educational Assistant, Educational and Lunchroom Assistant Staff) for a Leave of Absence, effective 1993 01 04 to 1993 04 09, be granted.

#### **Leave Extension**

(a) That the requests of Lynn Krusto (E) for an extension of her Leave of Absence, effective 1993 04 05 to 1993 05 29, be granted.

#### **Return from Leave of Absence**

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Tracy Allan (E), 1993 02 25 (.5)  
 Cheryle Brown (E), 1993 09 01  
 Helen Charalambopoulos (S), 1993 01 29  
 Ann Forbeck (E), 1993 09 01  
 Audrey Hensen (E), 1993 03 08  
 Karen Maerz (E), 1993 09 01  
 Patti McMaster (E), 1993 05 17  
 Cynthia Philip (E), 1993 09 01  
 Katherine Preston (E), 1993 02 01  
 Paula Scott (S), 1993 01 29

#### **Leave of Absence - Date Change**

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed as shown:

Judith Haskell (E), 1992 12 11 to 1993 04 08  
 Maria Rikic-McCarthy (S), 1992 11 30 to 1993 06 04

(b) That the effective date of the Leave of Absence granted to Tracy Trifunski (Secretary, Clerical and Technical Staff) at a previous meeting be changed to 1992 06 29 to 1993 01 01.

### **9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Sonia Ahuja (E), 1992 11 27 to further notice  
 Brigitte Brockelbank (E), 1992 11 04 to 1993 03 01 (.5)  
 Stewart Cameron (E), 1993 01 04 to further notice  
 Andrea Chale (E) 1992 11 09 to 1992 11 13 (1.0)  
 1992 11 16 to 1992 12 18 (.5)  
 Susan Connolly (E), 1992 11 16 to 1992 12 18  
 Melanie Finlay (E), 1993 01 04 to 1993 06 29 (1.0)  
 Donna Fortman (E), 1992 08 27 to 1993 06 29  
 William Gemmill (E), 1993 01 04 to 1993 03 12

Anne Harrison (E), 1992 11 23 to 1992 12 92  
William Hennessy (E), 1993 01 04 to 1993 03 03  
Jennifer Hicks-Corbet (E), 1992 12 18 to 1993 05 03  
Violet Karnay (E), 1992 12 07 to 1993 01 11  
Susan Knight (E), 1992 11 30 to 1993 01 26 (.5)  
Richard Knuckle (E), 1992 12 02 to 1993 01 26  
Dorina Male (E), 1992 11 01 to 1993 05 03  
Joan McConnell (E), 1993 01 20 to 1993 03 12  
Caroline Minne (E), 1993 02 01 to 1993 06 29  
Mary Modica (E), 1993 01 29 to 1993 03 29  
Lesley Stonehouse (E), 1992 12 07 to 1993 01 08

***10. OTHERS*** - Nil

Respectfully submitted,

D. W. Goodridge  
Director of Education  
and Secretary

kd





URBAN/MUNICIPAL

CA4 ON HBL W26

A36

1993

URBAN MUNICIPAL  
1993  
GOVERNMENT DOCUMENT

A G E N D A

PERSONNEL & ORGANIZATION COMMITTEE

1993 03 11

Confirmation of the minutes of the regular meeting of 1993 02 11.

GENERAL

NEW BUSINESS:

- |    |                                                  |              |
|----|--------------------------------------------------|--------------|
| 1. | Recommendations of the Director of Education     | Page 1       |
| 2. | (a) Staffing Report                              | Page 2       |
|    | (b) Report on Supply Teachers                    | Pages 3 to 6 |
| 3. | Report re Workload Study - Caretaking Department | Pages 7 to 8 |

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

- |    |                                                  |               |
|----|--------------------------------------------------|---------------|
| 1. | Report re Redeployment of Educational Assistants | Pages 9 to 14 |
|----|--------------------------------------------------|---------------|

NEW BUSINESS:

- |    |                                              |                |
|----|----------------------------------------------|----------------|
| 1. | Recommendations of the Director of Education | Pages 15 to 17 |
|----|----------------------------------------------|----------------|





Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 03 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENTS** - Nil

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENT** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS**

(a) That the resignation of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Irene Girnius (Cleaner, Cleaning Staff), 1993 06 30

7. **LEAVING EMPLOYMENT** - Nil

8. **LEAVES**

**Leave of Absence**

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Kerry Fliss (Clerk Typist, Clerical and Technical Staff), 1993 04 05 to 1993 10 08

Tammy Willemsen (Payroll Clerk, Clerical and Technical Staff), 1993 04 05 to 1993 10 08

**Return from Leave of Absence**

(a) That the following staff be returned from a Leave of Absence, effective as shown:

Sharon Ryckman (Clerk, Clerical and Technical Staff), 1993 03 01

9. **OCCASIONAL STAFF APPOINTMENTS** - Nil

10. **OTHERS** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



1. The purpose of this study is to determine the effect of the independent variable on the dependent variable.

2. The study is a quantitative study and will use a survey method to collect data.

### CHAPTER 2

1. This chapter is divided into two main sections: literature review and research methodology.

2. The literature review will focus on the theoretical framework and previous research findings.

3. The research methodology section will describe the research design, data collection, and data analysis.

4. The research design is a quantitative design and will use a survey method to collect data.

5. The data collection will be done through a survey questionnaire distributed to a sample of the population.

6. The data analysis will be done using statistical software to analyze the data and test the hypotheses.

7. The results of the study will be presented in the form of tables, graphs, and text.

8. The study is a quantitative study and will use a survey method to collect data.

9. The data collection will be done through a survey questionnaire distributed to a sample of the population.

10. The data analysis will be done using statistical software to analyze the data and test the hypotheses.

11. The results of the study will be presented in the form of tables, graphs, and text.

12. The study is a quantitative study and will use a survey method to collect data.

13. The data collection will be done through a survey questionnaire distributed to a sample of the population.

14. The data analysis will be done using statistical software to analyze the data and test the hypotheses.

15. The results of the study will be presented in the form of tables, graphs, and text.

16. The study is a quantitative study and will use a survey method to collect data.

17. The data collection will be done through a survey questionnaire distributed to a sample of the population.

18. The data analysis will be done using statistical software to analyze the data and test the hypotheses.

19. The results of the study will be presented in the form of tables, graphs, and text.

20. The study is a quantitative study and will use a survey method to collect data.

21. The study is a quantitative study and will use a survey method to collect data.



STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

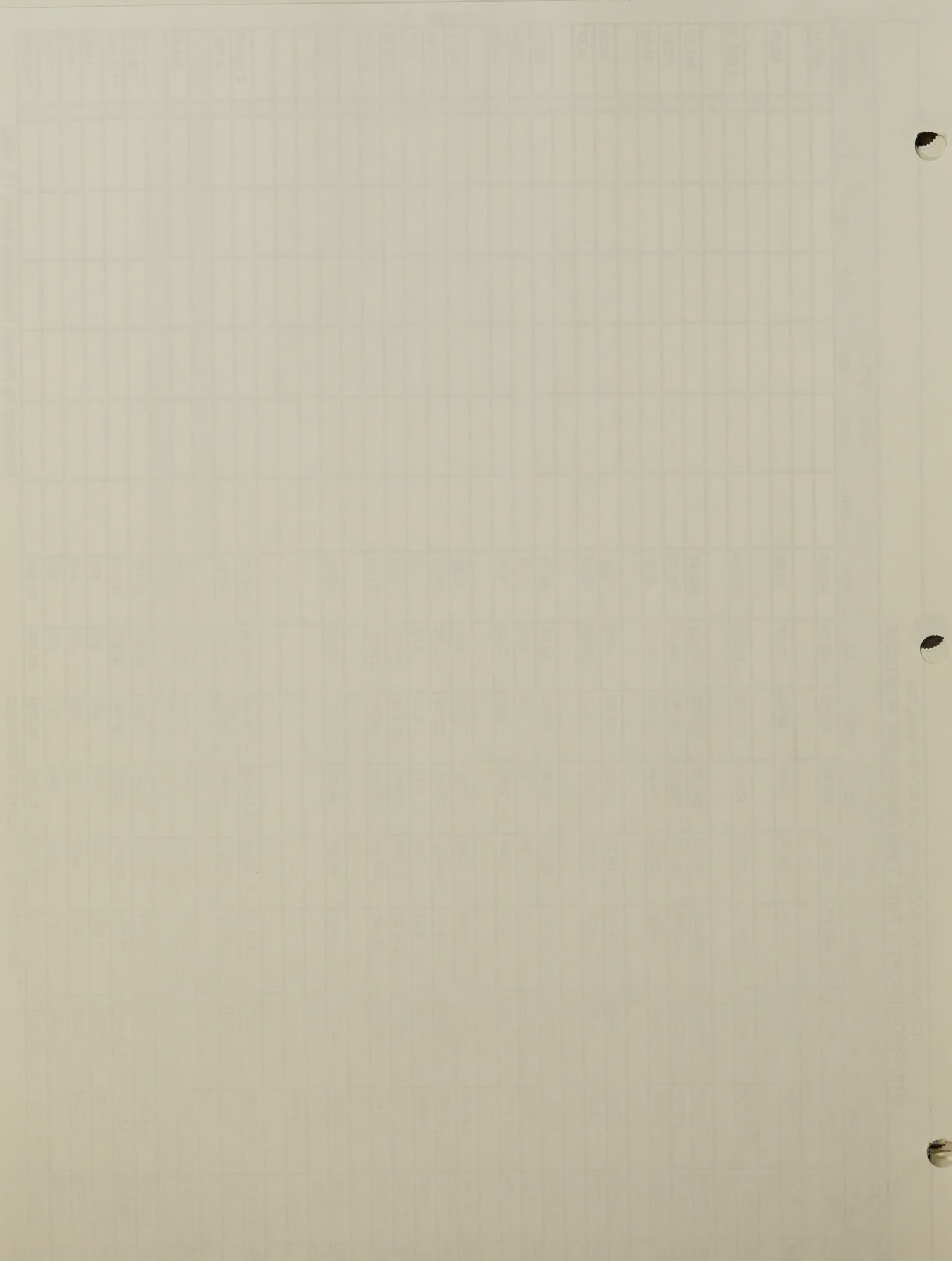
|                       | DECEMBER 31st ACTUAL |        |        |        |        |        |        |        |        |        |        |        | 1992 ACTUALS |     |     |      |      |     |  |  |  |  |  |  | 1993 ACTUALS |  |  |  |  |  |  |  |  |  |  |  | 1992 BUDGET |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |
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|                       | 1986                 | 1987   | 1988   | 1989   | 1990   | 1991   | SEPT   | OCT    | NOV    | DEC    | JAN    | FEB    | MAR          | APR | MAY | JUNE | JULY | AUG |  |  |  |  |  |  |              |  |  |  |  |  |  |  |  |  |  |  |             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |
| Admin & Support Staff | 419.37               | 432.24 | 470.64 | 492.54 | 493.54 | 486.71 | 452.66 | 452.66 | 452.66 | 452.66 | 452.66 | 452.66 |              |     |     |      |      |     |  |  |  |  |  |  |              |  |  |  |  |  |  |  |  |  |  |  |             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | </ |

\*September 30th Enrolments

\*\* September 30th Enrolment Estimates

Prepared by Human Resources March 11, 1993







SECONDARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                    | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| MARCH      | 18            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| APRIL      | 19            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| MAY        | 20            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| JUNE       | 18            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                    | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| % Of Total |               |                              | 71.8                      | 6.2                             | 1.4                                    | 7.8                                                     |                   |                    | 12.8  |                 |                 |            |                      |               |

ELEMENTARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| MARCH      | 17            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| APRIL      | 20            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| MAY        | 19            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| JUNE       | 20            |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| % Of Total |               |                              | 89.8                      | 1.3                             | 0.7                                    | 1.8                                                     | 3.2               | 0.2                | 3.0   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO JAN 31, 1993

| SECONDARY & ELEMENTARY |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
|------------------------|----------------------------------------|---------------------------------|------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------|-------------------------|----------------------------|-------|--------------------|--------------------|---------------|-------------------------|------------------|-----------------|
| MONTH                  | Personal<br>Leave<br>Days/<br>Contract | Personal<br>Reasons<br>/Illness | Field<br>Work<br>/Co-Instr<br>Activities | Conf.<br>/Seminar<br>/Meeting<br>Outside<br>System | Planning<br>/Curriculum<br>/In-Service<br>/Meeting<br>Inside<br>System | In<br>School<br>Meeting | Feder-<br>ation<br>Matters | Other | 1993<br>Total Days | 1992<br>Total Days | \$<br>Expense | Long Term<br>Occasional | Total<br>Expense | 1993<br>% Spent |
| JANUARY                | 40.5                                   | 1704.5                          | 37.0                                     | 16.0                                               | 50.0                                                                   | 54.5                    | 3.0                        | 82.0  | 1947.0             | 1825.0             | 259,420       | 65,805                  | 325,225          |                 |
| FEBRUARY               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| MARCH                  |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| APRIL                  |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| MAY                    |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| JUNE                   |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| JULY                   |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| AUGUST                 |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| SEPTEMBER              |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| OCTOBER                |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| NOVEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| DECEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| TOTALS                 | 40.5                                   | 1704.5                          | 37.0                                     | 16.0                                               | 50.0                                                                   | 54.5                    | 3.0                        | 82.0  | 1947.0             | 1825.0             | 259,420       | 65,805                  | 325,225          | 11.7            |
| % Of Total             |                                        | 87.5                            | 1.9                                      | 0.8                                                | 2.6                                                                    | 2.8                     | 0.2                        | 4.2   |                    |                    |               |                         |                  |                 |

1993 BUDGET ESTIMATE

\$2,778,065



REPORT OF SUPPLY TEACHER GE - TOTAL TO DECEMBER 31, 1992

| SECONDARY  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional |
| JANUARY    | 17            | 7.0                          | 196.0                     | 30.5                            | 21.5                                   | 25.5                                                    | 3.0               | 1.0                 | 49.5  | 327.0           | 334.5                        | 34,300     | 29,516               |
| FEBRUARY   | 20            | 19.0                         | 321.0                     | 44.5                            | 44.5                                   | 18.5                                                    | .5                | 4.0                 | 55.5  | 488.5           | 564.5                        | 50,649     | 12,845               |
| MARCH      | 17            | 49.0                         | 267.0                     | 19.0                            | 14.0                                   | 12.0                                                    | 1.0               | 2.0                 | 52.5  | 367.5           | 387.5                        | 38,008     | 23,549               |
| APRIL      | 20            | 40.0                         | 215.0                     | 40.0                            | 32.5                                   | 18.0                                                    |                   | 8.0                 | 54.5  | 368.0           | 510.0                        | 37,794     | 35,606               |
| MAY        | 19            | 176.0                        | 376.5                     | 63.5                            | 25.0                                   | 32.5                                                    | 2.5               | 6.5                 | 53.0  | 559.5           | 835.5                        | 56,445     | 47,347               |
| JUNE       | 16            | 199.0                        | 197.0                     | 5.5                             | 10.0                                   | 10.0                                                    |                   | 2.0                 | 32.5  | 257.0           | 253.0                        | 26,411     | 47,023               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
| SEPTEMBER  | 17            | 20.0                         | 125.5                     | 24.5                            | 3.0                                    | 2.5                                                     | 1.0               | 1.5                 | 13.0  | 171.0           | 296.0                        | 18,555     | 13,543               |
| OCTOBER    | 21            | 34.0                         | 252.0                     | 37.5                            | 9.0                                    | 15.5                                                    |                   | 5.0                 | 25.5  | 344.5           | 578.0                        | 39,576     | 24,312               |
| NOVEMBER   | 21            | 30.5                         | 319.5                     | 31.5                            | 27.0                                   | 25.5                                                    |                   | 3.0                 | 27.0  | 433.5           | 493.0                        | 49,752     | 43,971               |
| DECEMBER   | 14            | 28.0                         | 287.5                     | 9.0                             | 13.0                                   | 16.5                                                    |                   | 1.0                 | 22.5  | 349.5           | 472.5                        | 38,510     | 13,915               |
| TOTALS     |               | 602.5                        | 2557.0                    | 305.5                           | 199.5                                  | 176.5                                                   | 8.0               | 34.0                | 385.5 | 3666.0          | 4724.5                       | 390,000    | 291,627              |
| % Of Total |               |                              | 69.7                      | 8.3                             | 5.4                                    | 4.8                                                     | 0.2               | 0.9                 | 10.5  |                 |                              |            |                      |

| ELEMENTARY |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|------------------------------|------------|----------------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional |
| JANUARY    | 19            |                              | 1125.0                    | 89.5                            | 38.0                                   | 97.5                                                    | 55.5              | 12.5                | 80.0  | 1498.0          | 1758.5                       | 159,684    | 62,359               |
| FEBRUARY   | 20            |                              | 1408.5                    | 19.5                            | 14.0                                   | 32.0                                                    | 45.5              | 17.5                | 146.0 | 1683.0          | 2361.0                       | 179,929    | 66,550               |
| MARCH      | 16            |                              | 1069.0                    | 3.5                             | 7.0                                    | 18.0                                                    | 33.0              | 5.5                 | 65.5  | 1201.5          | 841.5                        | 127,809    | 75,276               |
| APRIL      | 20            |                              | 1213.5                    | 2.0                             | 15.0                                   | 46.5                                                    | 94.5              | 10.5                | 71.0  | 1453.0          | 1617.5                       | 152,927    | 123,557              |
| MAY        | 19            |                              | 1306.5                    | 10.5                            | 7.5                                    | 38.5                                                    | 54.5              | 9.5                 | 34.5  | 1461.5          | 1950.0                       | 155,296    | 95,123               |
| JUNE       | 18            |                              | 805.5                     | 29.5                            | 4.0                                    | 33.5                                                    | 26.5              | 8.0                 | 17.0  | 924.0           | 1174.0                       | 97,882     | 93,849               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                              |            |                      |
| SEPTEMBER  | 16            | 7.0                          | 555.5                     | 29.5                            | 1.5                                    | 8.0                                                     | 23.0              | 2.0                 | 69.5  | 689.0           | 808.0                        | 81,102     | 31,399               |
| OCTOBER    | 21            | 24.5                         | 1026.5                    | 10.5                            | 8.0                                    | 37.5                                                    | 49.5              | 4.0                 | 51.5  | 1187.5          | 1806.0                       | 138,394    | 33,011               |
| NOVEMBER   | 21            | 32.5                         | 1747.0                    | 15.5                            | 26.0                                   | 43.0                                                    | 60.5              | 5.5                 | 51.0  | 1948.5          | 1999.0                       | 228,877    | 104,633              |
| DECEMBER   | 19            | 12.0                         | 1,136.5                   | 12.5                            | 9.5                                    | 29.5                                                    | 33.5              | 2.0                 | 180.0 | 1403.5          | 1290.0                       | 134,616    | 40,439               |
| TOTALS     |               | 76.0                         | 11393.5                   | 222.5                           | 130.5                                  | 384.0                                                   | 476.0             | 77.0                | 766.0 | 13449.5         | 15605.5                      | 1,456,516  | 726,196              |
| % Of Total |               |                              | 84.7                      | 1.7                             | 1.0                                    | 2.9                                                     | 3.5               | 0.6                 | 5.7   |                 |                              |            |                      |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO DECEMBER 31, 1992

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                    |        |                 |                              |            |                      |               |              |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|--------|-----------------|------------------------------|------------|----------------------|---------------|--------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Cont. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other  | 1992 Total Days | 1991 Total Days Year-to-date | \$ Expense | Long Term Occasional | Total Expense | 1992 % Spent |
| JANUARY                | 7.0                          | 1321.0                    | 120.0                           | 59.5                                   | 123.0                                                   | 58.5              | 13.5               | 129.5  | 1825.0          | 2093.0                       | 193,984    | 91,875               | 285,859       |              |
| FEBRUARY               | 19.0                         | 1729.5                    | 64.0                            | 58.5                                   | 50.5                                                    | 46.0              | 21.5               | 201.5  | 2171.5          | 2925.5                       | 230,578    | 79,395               | 309,973       |              |
| MARCH                  | 49.0                         | 1336.0                    | 22.5                            | 21.0                                   | 30.0                                                    | 34.0              | 7.5                | 118.0  | 1569.0          | 1229.0                       | 165,817    | 98,825               | 264,642       |              |
| APRIL                  | 40.0                         | 1428.5                    | 42.0                            | 47.5                                   | 64.5                                                    | 94.5              | 18.5               | 125.5  | 1821.0          | 2127.5                       | 190,721    | 159,163              | 349,884       |              |
| MAY                    | 176.0                        | 1683.0                    | 74.0                            | 32.5                                   | 71.0                                                    | 57.0              | 16.0               | 87.5   | 2021.0          | 2785.5                       | 211,741    | 142,470              | 354,211       |              |
| JUNE                   | 199.0                        | 1002.5                    | 35.0                            | 14.0                                   | 43.5                                                    | 26.5              | 10.0               | 49.5   | 1181.0          | 1427.0                       | 124,293    | 140,872              | 265,165       |              |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                    |        |                 |                              |            |                      |               |              |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                    |        |                 |                              |            |                      |               |              |
| SEPTEMBER              | 27.0                         | 681.0                     | 54.0                            | 4.5                                    | 10.5                                                    | 24.0              | 3.5                | 82.5   | 860.0           | 1104.0                       | 99,657     | 44,942               | 144,599       |              |
| OCTOBER                | 58.5                         | 1278.5                    | 48.0                            | 17.0                                   | 53.0                                                    | 49.5              | 9.0                | 77.0   | 1532.0          | 2384.0                       | 177,970    | 57,323               | 235,293       |              |
| NOVEMBER               | 63.0                         | 2066.5                    | 47.0                            | 53.0                                   | 68.5                                                    | 60.5              | 8.5                | 78.0   | 2382.0          | 2492.0                       | 278,629    | 148,604              | 427,233       |              |
| DECEMBER               | 40.0                         | 1424.0                    | 21.5                            | 22.5                                   | 46.0                                                    | 33.5              | 3.0                | 202.5  | 1753.0          | 1762.5                       | 173,126    | 54,354               | 227,480       |              |
| TOTALS                 | 678.5                        | 13950.5                   | 528.0                           | 330.0                                  | 560.5                                                   | 484.0             | 111.0              | 1151.5 | 17115.5         | 20330.0                      | 1,846,516  | 1,017,823            | 2,864,339     | 112.0        |
| % Of Total             |                              | 81.5                      | 3.1                             | 1.9                                    | 3.3                                                     | 2.8               | 0.6                | 6.7    |                 |                              |            |                      |               |              |

1992 BUDGET  
\$2,558,300



1993 03 11

TO: The Chairman of the Board and  
Members of Personnel and Organization

FROM: Bruce Sinclair, Superintendent of Human Resources

**RE: Workload Study — Caretaking Department**

**Background:**

The present workload formula used to calculate cleaning requirements is over 30 years old, out-of-date, and not adequately representative of the contents, use and organization of today's schools. The study has been agreed to by the Union and forms part of the current collective agreement with Local 1344 C.U.P.E.

The study will calculate the complete caretaking and cleaning workload of each building covering all tasks, frequencies and time to complete each task. Based on the Board's cleaning standards and using a standard formula modified to our requirements, the study will determine our total staffing requirements and the distribution of work, including cleaning needs during the summer and school recess periods. The study shall also provide commentary on equipment, supplies and work methods.

The study would be done by Daniels Associates Inc., an internationally recognized firm specializing in consulting in the cleaning, housekeeping, and property management field.

**Issue:**

The process to be used to conduct the workload study of the cleaning requirements of our schools and buildings.

**Recommendations:**

1. That this report on the Workload Study dated 1993 03 11 be received by the Board for information.
2. That Senior Officials report back to the Board on the results of the Workload Study on or before June 30th, 1993.
3. That a Trustee be appointed to serve on the Management Committee to review the results of the study and make suggestions on the implementation.
4. That Senior Officials report to the Board at the Personnel and Organization Committee Meeting in November, 1993 on the implementation of the Workload Study.



**Timeframe/Costs of the Study:**

The study is expected to take three months and the consulting firm is ready to start work in March and complete it by June, 1993. Following submission of this Plan to the Board on March 18th, the study will be discussed with Union representatives prior to its commencement.

A final report on the results will be presented to the Board in June.

The study will cost \$50,000, which includes providing the Board with a software workloading program for on-going maintenance of the system. The cost of the study has been included in the 1993 Budget estimates.

**Methodology:**

The company will visit all schools and buildings and develop through use of a standard workload model or formula:

1. a cleaning specification for each location identifying by area — traffic, use, tasks and frequencies
2. an inventory of all areas showing square footages and type of floors defined by use
3. a complete workload for each location covering all tasks, frequencies, and times to accomplish each task
4. the total staffing requirements of each location and recommendations on the distribution of work
5. the study shall include cleaning requirements during the summer and school recess periods, and commentary on equipment, supplies and methods.



**To:** The Chairman and Members of  
Personnel & Organization Committee  
Hamilton Board of Education  
1993 03 11

**From:** Dr. Frank Cooke,  
Assistant Superintendent of Program

**Re:** *Redeployment of Educational Assistants as per Board approved motion of November 1992,*

*"That the number of hours equivalent to 35 Full Time Equivalent Educational Assistants be reduced by the Superintendent of Program and Superintendents of Schools, working with the Human Resources Department and Office and Professional Employees' International Union (O.P.E.I.U.), in accordance with the collective agreement."*

**Report:** Information

#### BACKGROUND

Educational Assistants are para-professionals who complement the work of teachers in delivering programs in a variety of settings, to ensure equity of access and successful learning for all students.

Traditionally, Educational Assistants have been assigned to Junior Kindergarten classes, the Writing to Read program, self-contained special education classes and to individual exceptional students. The ever changing nature of the student population, coupled with an increased inclusion of high needs students has resulted in an increase of the number of Educational Assistants from 139 F.T.E. in 1986 to 250.5 F.T.E., September 1993.

The aforementioned motion directed staff to enact reductions and manage redeployment of Educational Assistants within approved resources. Accordingly, the three step process outlined in The Guiding Principles for Educational Assistants Assignment, Deployment, Monitoring and Reporting has been used to address this mandate (see Appendices A & B).

Monthly verbal reports have been presented to trustees, indicating progress made in accomplishing the reductions and redeployment mandated by the motion of November, 1992.

Identification of assignments to be reduced or eliminated and Educational Assistants to be re deployed or terminated was completed by Human Resources staff by 1993 02 12. An information meeting was held 1993 02 15 to clarify for Principals, the details of redeployment procedures and to distribute letters of termination. Redeployment discussions involved Educational Assistants, Human Resources staff, Principals' representatives and O.P.E.I.U. representatives have been completed with Educational Assistants assuming their new assignment 1993 03 01. The process involved 44 Educational Assistants being re deployed, 9 permanent, 18 temporary and 7 probationary Educational Assistants being terminated and 3 Educational Assistants agreeing to a reduction from full time to half time. (See Appendix C)



## ISSUES

To provide information to Trustees regarding the redeployment of Educational Assistants to date in accordance with the board approved motion of November, 1992. (Appendices A, B)

To provide future direction for allocation, deployment review monitoring and reporting in accordance with the Board approved report of November 1993 on Educational Assistants. (Appendix D)

## RECOMMENDATION

That the report from the Chairman of the system committee on the redeployment of Educational Assistants be received for information.

## RATIONALE

The Guiding Principles and Procedures outlined in the Board approved report on Educational Assistants of November 1992 provided an excellent framework for managing the redeployment of Educational Assistants.

The principals, with assistance from teachers and educational assistants and in some cases parents, provided statements of needs and plans for redeployment to the Area Educational Assistants Review Committee.

The Area Educational Assistants Review Committee provided collaboration between Area Supervisors, Special Education and Program Consultants, Principals and Human Resources staff and O.P.E.I.U. representatives in reviewing and approving school submissions.

The System Committee comprised of the Assistant Superintendent of Program, Area Supervisors, Human Resources staff, and O.P.E.I.U. representatives reviewed these decisions and addressed system equity issues.

O.P.E.I.U. is to be congratulated for the manner in which their representatives participated in the entire process in a most positive manner on behalf of school, area and system needs.

## ATTACHMENTS:

|            |                                                             |           |
|------------|-------------------------------------------------------------|-----------|
| Appendix A | Educational Assistants: Guiding Principles                  | Page<br>3 |
| Appendix B | Process for the Allocation of Educational Assistant Support | 4         |
| Appendix C | E.A. Reduction: Expressed in F.T.E. (Equivalent Hours)      | 5         |
| Appendix D | Future Directions                                           | 6         |

Prepared by: Frank Cooke  
Assistant Superintendent of Program

Submitted by: Elizabeth G. Bond  
Superintendent of Program

Approved by: Donald W. Goodridge  
Director and Secretary



## Educational Assistants: Guiding Principles

### Educational Assistants

- Educational Assistants are para-professionals whose diverse skills compliment the work of teachers in delivering program to met the individual needs of students.
- Educational Assistants provide assistance to teachers in a variety of program settings to ensure student access to education programs, to enable successful learning for all students and to promote a level of independence appropriate to all students.

### Shifts from Current Practice

- Current practice provides for automatic allocation of Educational Assistants to some programs, as well as several one to one (EA to student) allocations.
- It can no longer be assumed Educational Assistants will automatically be allocated to any special program or any individual student.
- In future, allocations will be based upon a plan describing identified priorities and methods of deployment to meet school, area, and system needs

### Guiding Principles

Allocation based upon plan of identified priorities and deployment

The allocation of Educational Assistants is based upon a plan describing needs and deployment of Educational Assistants in priority to meet needs.

School responsibility

Each school is responsible for considering the needs in all classes within the school in the identified priorities and deployment of Educational Assistants.

Changing Needs

Changing school, area and system needs require:

- an ongoing monitoring, reviewing and reporting process
- flexibility in deployment of Educational Assistants.

In-Service

Principals, teachers and Educational Assistants will require in-service related to the changing expectations.

Allocation within resources available

Allocation and deployment of Educational Assistants will be made within Board approved resources available.

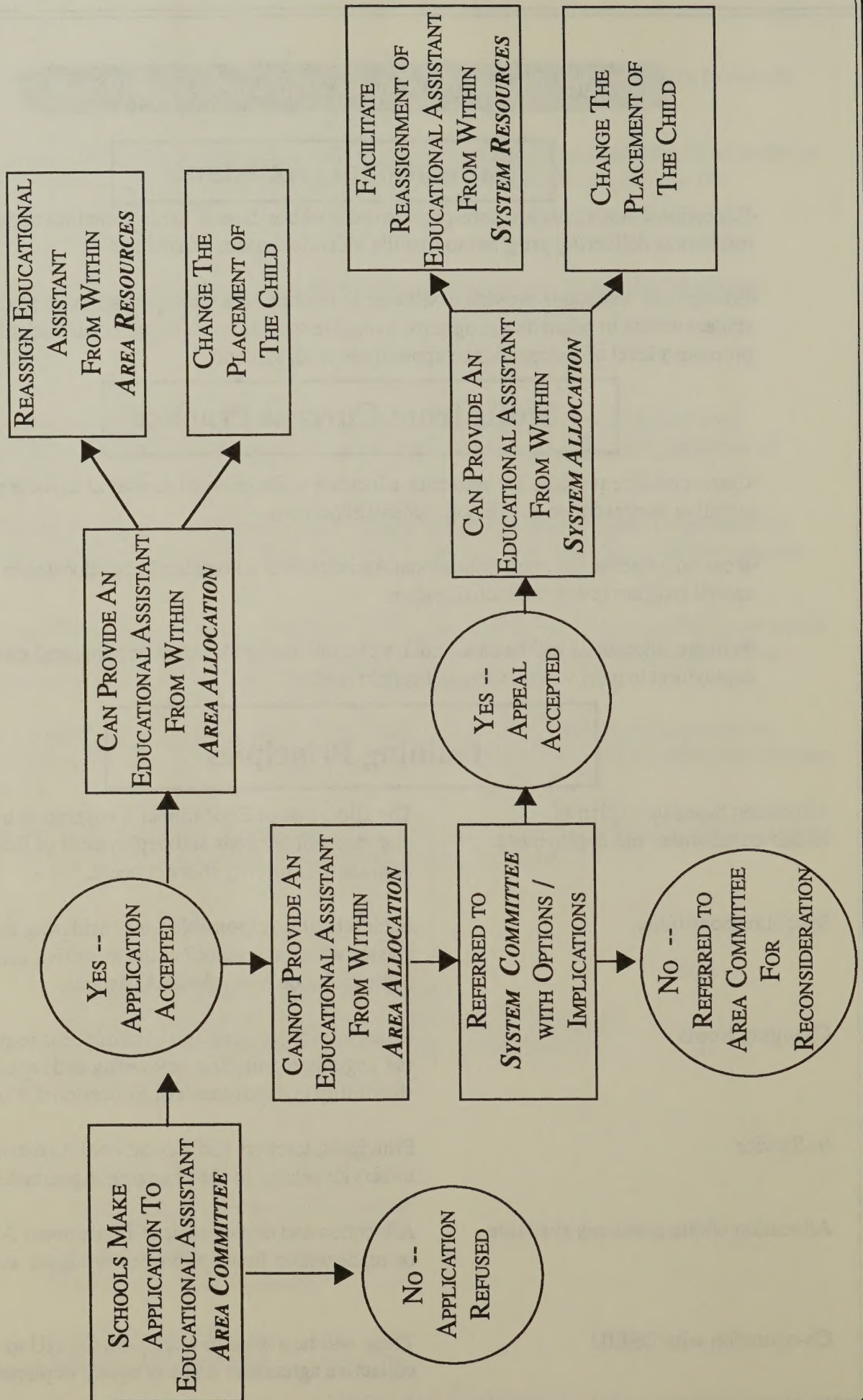
Co-operation with OPEIU

There will be a need to work with OPEIU to review the collective agreement and pay equity implications.



# PROCESS FOR THE ALLOCATION OF EDUCATIONAL ASSISTANT SUPPORT

BOARD APPROVES BUDGET FOR EDUCATIONAL ASSISTANTS COMPLEMENT





# **E.A. REDUCTION: EXPRESSED IN F.T.E. (EQUIVALENT HOURS)**

|        | Behaviour | Speech and Language | Lunchroom | Orthopedic | Hearing Visually/ Impaired | Autistic | Develop- mentally Delayed | J.K. | Writing to Read | Special Assign- ment (1 on 1) | Other General/ Assess- ment etc. | Multiple Except. | G.L.D. | F.T.E. Totals |
|--------|-----------|---------------------|-----------|------------|----------------------------|----------|---------------------------|------|-----------------|-------------------------------|----------------------------------|------------------|--------|---------------|
| AREA 1 | 0         | 1.0<br>Area Office  | .285      | 0          | 0                          | 1.0      | 1.0                       | 0    | 0               | 5.0                           | .5                               | 0                | 0      | 7.785         |
| AREA 2 | 0         | 0                   | .570      | 0          | 1.0 MOE                    | 0        | 1.0                       | 1.0  | 0               | 2.0                           | 0                                | 0                | 0      | 6.570         |
| AREA 3 | 0         | .5                  | .570      | 0          | .33 MOE                    | 0        | 1.0                       | 1.5  | 0               | 3.0                           | .5                               | 0                | 0      | 7.400         |
| AREA 4 | 0         | 0                   | 1.567     | 0          | .25 MOE                    | 0        | 2.0                       | .5   | 0               | 3.0                           | 0                                | 0                | 0      | 7.317         |

|                                  |   |     |       |   |      |   |     |     |   |      |     |   |   |        |
|----------------------------------|---|-----|-------|---|------|---|-----|-----|---|------|-----|---|---|--------|
| TOTAL REDUCTIONS / REDEPLOYMENTS | 0 | 1.5 | 2.492 | 0 | 2.58 | 0 | 5.0 | 3.0 | 0 | 13.0 | 1.0 | 0 | 0 | 29.072 |
|----------------------------------|---|-----|-------|---|------|---|-----|-----|---|------|-----|---|---|--------|

|                                                                                                                        |       |
|------------------------------------------------------------------------------------------------------------------------|-------|
| REDUCTION OF E.A. PARTICIPATION IN P.A. DAY ACTIVITIES - (EXPRESSED IN EDUCATIONAL ASSISTANTS F.T.E. EQUIVALENT HOURS) | 3.070 |
|------------------------------------------------------------------------------------------------------------------------|-------|

TOTALS

32.142

|                           |      |      |      |      |     |     |      |      |      |      |     |     |      |                      |
|---------------------------|------|------|------|------|-----|-----|------|------|------|------|-----|-----|------|----------------------|
| PRE REDUCTION # OF E.A.'S | 13.0 | 18.0 | 7.12 | 11.0 | 4.0 | 6.0 | 33.0 | 66.5 | 11.0 | 67.0 | 3.0 | 8.0 | 10.0 | 250.5 EA + 7.12 L.A. |
|---------------------------|------|------|------|------|-----|-----|------|------|------|------|-----|-----|------|----------------------|

\* INVESTIGATING POSSIBLE COST RECOVERY = 2.5 F.T.E.



**FUTURE DIRECTIONS (REFINEMENTS)**

As a result of the review of the initial application of the redeployment principles outlined in the Report on Educational Assistants and consideration of possible future implications, the following initiatives will be included in the process.

- 1) The Guiding Principles for Educational Assistants Assignment, Deployment, Monitoring and Reporting will continue to be the basis for managing redeployment of Educational Assistants to meet newly emerging needs.
- 2) Area Educational Assistants Committees will continue efforts to refine priority list of needs.
- 3) Area Educational Assistants Committees will continue to consider the significance of compensatory education factors when allocating Educational Assistant support.
- 4) Principals will ensure effective communication with Human Resources staff, Educational Assistants, teachers and parents when preparing proposals for Educational Assistant assignments or redeployments.
- 5) Redeployment of Educational Assistants will be facilitated whenever possible, during vacation periods, in order to minimize disruption for students and staff.
- 6) Human Resources staff will create standardized job descriptions for comparable Educational Assistant assignments.
- 7) Human Resources staff will review Educational Assistant assignments, with the intent to standardize work hours for comparable assignments.
- 8) Finance Department staff will secure reimbursement for Educational Assistant costs from Ministry of Education, Ministry of Community and Social Services and Insurance companies, where appropriate.
- 9) The System Educational Assistants Committee will clarify procedures for redeployment of Educational Assistants from an assignment in one area to a higher priority need at a school in another area.



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 03 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Probationary Staff, effective 1993 03 24, with salary according to the salary schedule:

Krista Gugenberger (E)  
Athanasia Psarakis (E)  
(Replacements)

(b) That the following Educational Assistants be appointed to the Probationary Educational and Lunchroom Assistant Staff, effective as shown, with salary according to the Collective Agreement:

Ruth Meek, 1993 04 01  
Jim Shewfelt, 1993 04 01  
(Replacements - Contract Compliance)

**2. PERMANENT STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Permanent Staff, effective 1993 04 19, with salary according to the salary schedule:

Gordon Cillis (S)  
Leslie Francey (E)

**3. PROMOTIONS** - Nil

**4. INTERNAL APPOINTMENTS** - Nil

**5. TIMETABLE CHANGES** - Nil

**6. RETIREMENTS**

(a) (i) That the resignation of D. Paul Babcock, Elementary School Principal, for the purpose of retirement, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Edward Caskenette (S), 1993 06 30  
H. Laverne Howard (E), 1993 10 31  
Peter Lindsay (S), 1993 06 30  
Carol Neil (E), 1993 06 30  
Elizabeth Patrick (E), 1993 06 30  
Lois M. Rhodes (S), 1993 06 30

(iii) That the resignation of Isabell Gilbank, Elementary Teacher, for the purpose of retirement, effective 1993 06 30, be accepted with regret.

**7. LEAVING EMPLOYMENT** - Nil



## **8. LEAVES**

### **Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Mary Frankum (S), 1993 04 26 to 1993 10 29  
 Erin Gibson (S), 1993 03 29 to 1993 10 01  
 Lynette Gossen (E), 1993 03 01 to 1993 08 31  
 Etta Herzberg (S), 1993 01 29 to 1993 08 31  
 Heather Lewis (S), 1993 04 12 to 1993 08 31  
 Darlene Pryde-Baker (E), 1993 03 22 to 1993 09 24  
 Valerie Reynolds (S), 1993 03 23 to 1993 08 31  
 Barbara Yarwood (E), 1993 09 01 to 1994 08 31

### **Leave of Absence - Date Change**

(a) That the effective date of the Leave of Absence granted to the following staff at a previous meeting be changed as shown:

Stacey Avery (Education Assistant, Educational and Lunchroom Assistant Staff), 1993 01 25 to 1993 03 01

### **Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Joan Berberian (E), 1993 09 01 to 1994 08 31  
 Elysia Dywan (S), 1993 09 01 to 1994 08 31  
 Linda Schultz (E), 1993 09 01 to 1994 08 31  
 Elizabeth Visentin (E), 1993 03 08 to 1993 04 02  
 Evelyn Wilkie (S), 1993 03 15 to 1993 07 16

### **Return from Leave of Absence**

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Beryl Burgoyne (S), 1993 09 01  
 Louise Creaghan (S), 1993 09 01  
 Sharon Dempsey (S), 1993 09 01  
 Victoria Goettler (E), 1993 09 01 (.5)  
 Karen Koop (E), 1993 09 01  
 Lori Kyle (E), 1993 03 15  
 Beverley Rea (E), 1993 09 01  
 Madeleine Tassy-Gall (E), 1993 09 01

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Tracy Trifunski (Secretary, Secondary School Clerical and Secretarial Staff), 1993 02 01

## **9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown with salary according to the salary schedule:

Shirley Aslanian-Schultz (E), 1992 12 03 to further notice (.5)  
 Stephen Bell (S), 1993 02 01 to 1993 06 29  
 Vernelle Buller (E), 1993 02 01 to further notice (.8)  
 Florence Crozier (E), 1993 02 19 to further notice  
 Catherine Drinan (E), 1993 01 25 to further notice  
 Maureen Dwyer (S), 1993 02 01 to further notice  
 Blaine Gallant (S), 1993 02 08 to further notice  
 Lucy Hannaford (S), 1993 02 16 to further notice  
 Thomas Horne (E), 1992 11 30 to 1993 03 30  
 Barbara Jarrett (S), 1993 01 04 to further notice  
 Brenda McLaren (E), 1993 02 01 to further notice  
 Ronald Mills (S), 1993 02 01 to 1993 04 29  
 Dawn Sawford (E), 1993 01 04 to 1993 03 12  
 Kendyll Woodman (E), 1993 01 05 to further notice

***10. OTHERS*** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



1. The first part of the document is a list of the names of the persons who were present at the meeting. The names are listed in alphabetical order.

2. The second part of the document is a list of the topics that were discussed at the meeting. The topics are listed in alphabetical order.

3. The third part of the document is a list of the actions that were taken at the meeting. The actions are listed in alphabetical order.

4. The fourth part of the document is a list of the decisions that were made at the meeting. The decisions are listed in alphabetical order.

5. The fifth part of the document is a list of the recommendations that were made at the meeting. The recommendations are listed in alphabetical order.

6. The sixth part of the document is a list of the conclusions that were reached at the meeting. The conclusions are listed in alphabetical order.

7. The seventh part of the document is a list of the suggestions that were made at the meeting. The suggestions are listed in alphabetical order.

8. The eighth part of the document is a list of the resolutions that were passed at the meeting. The resolutions are listed in alphabetical order.

9. The ninth part of the document is a list of the minutes that were taken at the meeting. The minutes are listed in alphabetical order.

A G E N D APERSONNEL & ORGANIZATION COMMITTEE1993 04 08

Confirmation of the minutes of the regular meeting of 1993 03 11.

GENERALBUSINESS ARISING OUT OF THE MINUTES:

1. Interim Report on the Future Role of the Staffing  
Co-ordinator - Academic

Pages 1 to 5

NEW BUSINESS:

1. Recommendations of the Director of Education

Pages 6 to 7

2. (a) Staffing Report

Page 8

- (b) Report on Supply Teachers

Pages 9 to 10

ELEMENTARY/SECONDARYNEW BUSINESS:

1. Recommendations of the Director of Education

Pages 11 to 14

2. Requests for "Four Over Five" Plan

Page 15





1993 04 08

To: The Chairman and Members of the Personnel and Organization Committee

From: Bruce Sinclair, Superintendent of Human Resources

**Re: Report on the Role of Staffing Coordinator - Academic**

**Background:**

- The purpose of this report is to review the role of Staffing Coordinator.
- A report was presented to the Personnel and Organization Committee in November 1992, outlining the duties and service provided to constituent groups.
- A recommendation was approved at that time that a further report be submitted to the P & O Committee prior to April 30, 1993.
- The appointment to the position was extended to June 30, 1993.
- In response to the Board motion, a review of Staffing Academic was held on February 1, 1993. The committee composed of a representative group including Principals (Elementary, Secondary), a Trustee, Superintendent of Schools, Federations and a Coordinator examined the present tasks of the Coordinator Teacher Staffing (*see appendix*). Their recommendations will be included in the June report.

**Issue:**

- To review the role of the staffing coordinator - academic within the total staffing processes of the Board and in relationship to the Area Offices and Schools.

**Recommendation:**

- This interim report be received for information.
- A more detailed report be received by June 30, 1993 as part of the Director's organizational plan.

**Rationale:**

- In reviewing this position, the Board must consider a number of factors which will be part of the Director's Organizational Plan
  - ie. • the previous duties of the Associate Director in Academic staffing
  - the revised duties of the Superintendent of Human Resources
  - the review of the Area Offices.



The following table shows the results of the survey.

The results of the survey are as follows:

The following table shows the results of the survey.

Table 1

The following table shows the results of the survey. The data is presented in a table with 4 columns: Category, Sub-category, Value, and Percentage. The categories are: Education, Health, Environment, and Social Services. The sub-categories are: Primary, Secondary, Tertiary, and Other. The values are in thousands of dollars, and the percentages are in percent.

| Category        | Sub-category | Value | Percentage |
|-----------------|--------------|-------|------------|
| Education       | Primary      | 120   | 15%        |
|                 | Secondary    | 180   | 22%        |
|                 | Tertiary     | 250   | 31%        |
|                 | Other        | 150   | 18%        |
| Health          | Primary      | 100   | 12%        |
|                 | Secondary    | 150   | 18%        |
|                 | Tertiary     | 200   | 25%        |
|                 | Other        | 150   | 18%        |
| Environment     | Primary      | 80    | 10%        |
|                 | Secondary    | 120   | 15%        |
|                 | Tertiary     | 180   | 22%        |
|                 | Other        | 120   | 15%        |
| Social Services | Primary      | 60    | 7%         |
|                 | Secondary    | 90    | 11%        |
|                 | Tertiary     | 140   | 17%        |
|                 | Other        | 110   | 14%        |

Table 2

The following table shows the results of the survey. The data is presented in a table with 4 columns: Category, Sub-category, Value, and Percentage. The categories are: Education, Health, Environment, and Social Services. The sub-categories are: Primary, Secondary, Tertiary, and Other. The values are in thousands of dollars, and the percentages are in percent.

Table 3

The following table shows the results of the survey. The data is presented in a table with 4 columns: Category, Sub-category, Value, and Percentage. The categories are: Education, Health, Environment, and Social Services. The sub-categories are: Primary, Secondary, Tertiary, and Other. The values are in thousands of dollars, and the percentages are in percent.

Table 4

The following table shows the results of the survey. The data is presented in a table with 4 columns: Category, Sub-category, Value, and Percentage. The categories are: Education, Health, Environment, and Social Services. The sub-categories are: Primary, Secondary, Tertiary, and Other. The values are in thousands of dollars, and the percentages are in percent.

**Appendix****Duties: Staffing Coordinator - Human Resources**

In conjunction with Superintendents of Schools, Principals and Programme Coordinators.

- (1) Coordinate external recruitment and hiring programs for contract and occasional teachers.
- (2) Coordinate the transfer and placement process of contract Elementary and Secondary teachers.
- (3) Coordinate job postings for positions of added responsibility (Coordinators, Department Heads, Assistant Heads, Consultants).
- (4) Involvement in the documentation and processing of record information.
- (5) Assist in the development of employee information systems.
- (6) Assist with the in-service training for hiring and promotion teams regarding selection criteria, assessment procedures, hiring objectives, and Human Rights legislation.
- (7) Review present academic staffing practices and procedures and assist in integrating H.R. staffing resources.
- (8) Liaise with Faculties of education and directly responsible for the placement of student teachers from the Faculties of Education.
- (9) Additional duties as assigned by the Superintendent.

**Academic Staffing**

|                           |      |
|---------------------------|------|
| Coordinators, Consultants | 60   |
| Elementary Teachers       | 1659 |
| Secondary Teachers        | 861  |
| Vocational Teachers       | 101  |
| Secondary T.R.            | 14   |
| Elementary T.R.           | 15   |
| Teachers on Loan          | 42   |

---

2752

+

|                       |     |
|-----------------------|-----|
| Occasional Elementary | 400 |
| Secondary Occasional  | 275 |

---

675

**Occasional Teachers**

(June - November)

- Reactivation forms sent to schools:
 

|            |         |
|------------|---------|
| Elementary | May 1   |
| Secondary  | April 1 |
- Forms received and processed - database changed
- Files are updated
- New applicants (forms) available--June 1 - Oct. 1
- Principals are requested to interview to add new teachers to the list (interview questions developed)
- In Service Provided ... Information Package developed
- The List is changed and distributed to schools by the 1st of each month
- Inquiries from Occasional Staff is **heavy!**
- Relations Committee
- Dispatch Service



## **Permanent and Probationary Staff**

- receive requests for transfers, leaves, reciprocals, four over five, exchanges (phone and interview consultation)

### Elementary Posting System:

161 postings plus pool postings ... April - June, 1992  
all information compiled and sent to Area Offices

- worked with Principals to match vacancies to unplaced teachers
- finalized placements with S.O.S.
- receive final information and transfer to E.I.S. for Records and Payroll

### Secondary:

- meet with Principals re establishing procedures for staffing ... dates, allocation of numbers
- prepare information package for Principals (S.O.S.)
- coordinate/Chair staffing meetings
- post Heads, Assistant Heads, Coordinator, Consultant Positions -- 37 postings last year
- advise on setting up interview team
- successful candidate name to P & O
- store resumes for 1 year
- compile statistics for Ministry Report

### ***Coordinate External Recruitment for Contract and Occasional Teachers***

- information sent to Faculties and Occasional teachers  
by December 31st:
 

|                               |   |               |
|-------------------------------|---|---------------|
| 750 - Elementary applications | } | • database    |
| 450 - Secondary applications  | } | • file        |
| 200 - Occasional applications | } | • acknowledge |
- resume screening for interview purposes
- elementary interviews: Feb. 6, 20 and March 6, 1993 from 8:30 - 4:00.
- interview packages developed
- interviewers trained - February 2, 1993
- priority file for hiring established
- acknowledgement letters sent to all who are interviewed
- letters thanking interviewers

### ***Wage and Salary:***

- interpret teacher records for additional qualifications; assign basic salary for all long term occasional teachers and probationary new hires

### ***Collective Bargaining:***

- interpretation of collective agreements (4)
- grievances

**Staff Development:**

- design in service for Administrators re Interviewing
- request in service for teachers re interviewing/interview skills
- work with Staff Development to produce a handbook on Interviewing

**Employee Information:**

- provide information re teacher transfer and positions of added responsibility

**Payroll:**

- memos re student teachers, Associate Teachers re Faculties of Education
- travel allowances for Occasional and Permanent Staff members

**Coordinators**

- coordinate the interview process for Heads and Assistant Heads (Secondary)
- coordinate itinerant staffing (elementary) ie.
  - French, Core, Immersion
  - Physical Education
  - Music
  - ESL/Special Education
- Provide a qualifications check in difficult areas ie.
  - French
  - Technical
  - Family Studies
  - Music
  - Physical Education
  - Science
- assist in the transfer process in Secondary Schools

**Trustees**

- submit information for P & O agenda
- answer questions re process
- prepare reports

**Federations**

- serve on committees
- contract compliance
- problem solving

**Superintendents of Schools**

- establish direction re staffing
- establish staff allocation for Elementary/Secondary
- update S.O.S. re teachers requesting leaves; returning from leave
- compile information re staff requiring placement
- problem solve re problems of hard to serve teachers (accommodation)



**Faculties of Education**

- Placement of Student Teachers (Elementary/Secondary)
- Prepare information for Payroll

**1991 - 1992**

Brock University  
 Calvin Christian College  
 D'Youville  
 Niagara College  
 Nipissing  
 University of Toronto

**1992 - 1993**

Acadia University  
 Brock University  
 Calvin Christian College  
 D'Youville  
 Lakehead University  
 Niagara University  
 Nipissing University  
 Ohio State  
 Queen's University  
 St. Bonaventure  
 University of Maine  
 University of Toronto  
 Canisus College

**\*Information Sessions:** "Join the Team Package"

|                       |        |                  |        |
|-----------------------|--------|------------------|--------|
| University of Toronto | Nov.92 | York University  | Jan.93 |
| Niagara University    | Dec.92 | Brock University | Jan.93 |

***Additional Duties as Assigned***

- attend bi monthly meetings of H.R. Dept.
- attend monthly meetings Personnel and Organization

***Committees:***

- Budget Advisory Committee
- Posting Pilot Review Committee
- P.A. Review Committee
- Committee to Review Criteria for Selection of Principals, V.P.
- Secondary Steering Committee
- Elementary Staffing Allocations Committee
- Assessment Centre -- November 3, 16, 17, 18, 19 - '92
- Counselling of teachers who wish to seek alternative placement or position of added responsibility
- Occasional Teachers
- Faculty of Education Students

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 04 08

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

### GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(a) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Lorna Johnson (Cook, Caretaking and Maintenance Staff), 1993 04 01  
**Replacement**

4. INTERNAL APPOINTMENTS

(a) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Euphemia Reynolds (Cook, Caretaking and Maintenance Staff), 1993 04 01  
**Replacement**

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

**Leave Extension**

(a) That the request of the following staff for an extension of a Leave of Absence, effective as shown, be granted:

Catherine Paonessa (Clerk, Clerical and Technical Staff), 1993 03 29 to 1993 09 10

**Return from Leave of Absence**

(a) That Tina Robinson (Training Assistant, Clerical and Technical Staff) be returned from a Leave of Absence, effective 1993 05 03.

9. OCCASIONAL STAFF APPOINTMENTS - Nil



10. OTHERS - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

April Personnel and Organization  
Added Recommendations

1993 04 08

**ADDED RECOMMENDATIONS**

**GENERAL**

**6. RETIREMENTS**

(a) That the effective date of the resignation of William Oja for the purpose of retirement from the position of Buyer, Clerical and Technical Staff approved at a previous meeting be changed to 1993 05 01.



10-11-1917

10-11-1917

10-11-1917

10-11-1917

10-11-1917

10-11-1917

10-11-1917

(1) The above is a true and correct copy of the original as shown to the undersigned by the person who presented it for the purpose of being recorded in the office of the undersigned.



STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

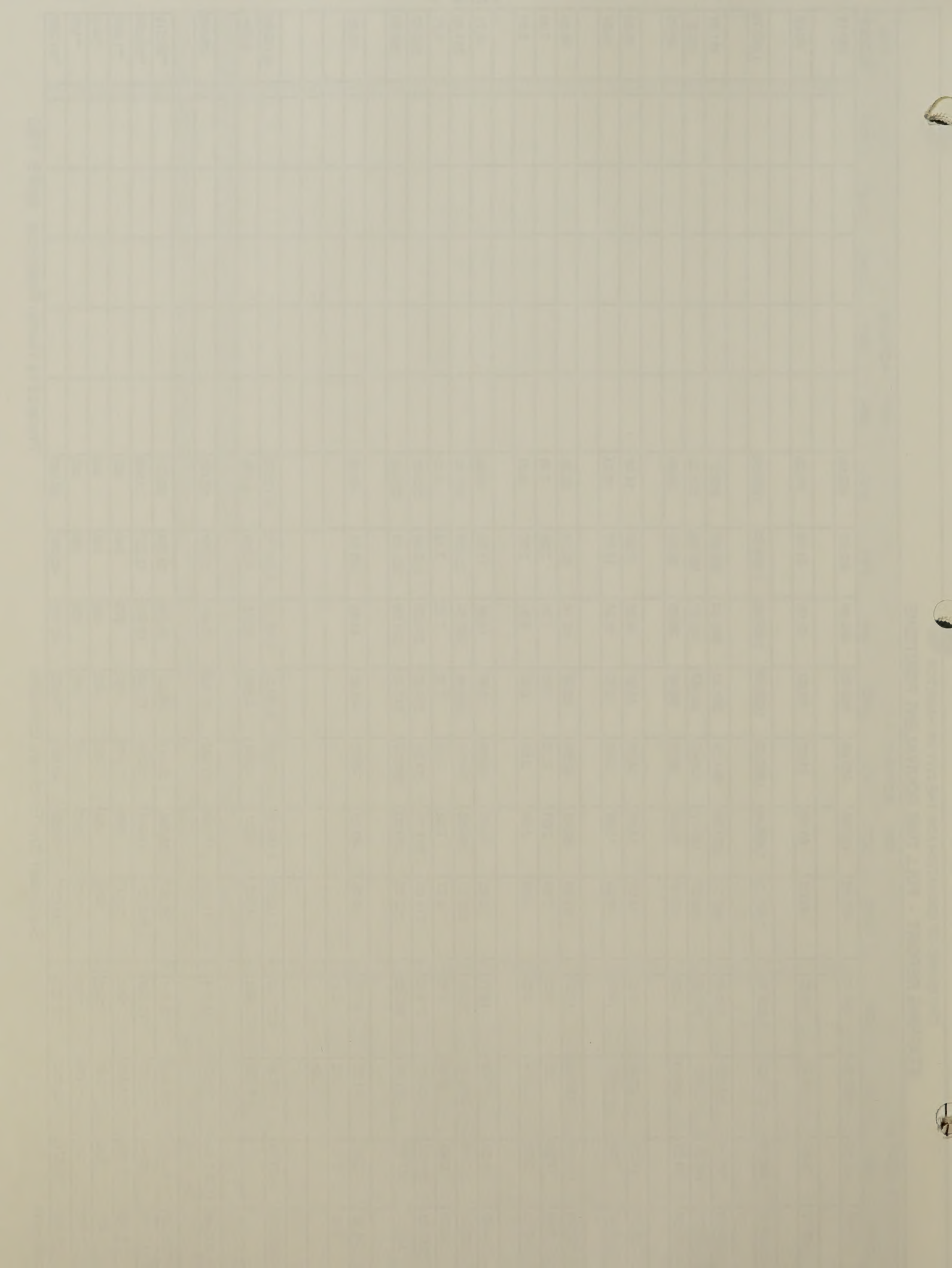
| DECEMBER 31st ACTUAL       |            |            |            |            |          |          |          |          |          |          |          |          |          |          |     |      |      |     |  |  |  |  |  | 1992 ACTUALS |  |  |          |  | 1993 ACTUALS |  |  |  |  | 1992 BUDGET |  |  |  |
|----------------------------|------------|------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----|------|------|-----|--|--|--|--|--|--------------|--|--|----------|--|--------------|--|--|--|--|-------------|--|--|--|
|                            | 1986       | 1987       | 1988       | 1989       | 1990     | 1991     | SEPT     | OCT      | NOV      | DEC      | JAN      | FEB      | MAR      | APR      | MAY | JUNE | JULY | AUG |  |  |  |  |  |              |  |  |          |  |              |  |  |  |  |             |  |  |  |
| Admin & Support Staff      | 419.37     | 432.24     | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   |     |      |      |     |  |  |  |  |  |              |  |  | 449.11   |  |              |  |  |  |  |             |  |  |  |
| Co-ordinators/Consultants  | 76.00      | 78.00      | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    |     |      |      |     |  |  |  |  |  |              |  |  | 60.00    |  |              |  |  |  |  |             |  |  |  |
| Teachers - Elementary      | 1,362.95   | 1,414.75   | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,655.15 | 1,656.40 | 1,656.60 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,658.60 |     |      |      |     |  |  |  |  |  |              |  |  | 1,662.75 |  |              |  |  |  |  |             |  |  |  |
| Secondary - Composite      | 732.67     | 741.83     | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 861.33   | 861.33   | 861.33   | 861.33   | 858.67   | 858.67   | 858.67   |     |      |      |     |  |  |  |  |  |              |  |  | 851.37   |  |              |  |  |  |  |             |  |  |  |
| - Vocational               | 159.83     | 160.90     | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 100.67   | 100.67   | 100.67   | 100.67   | 101.33   | 101.33   | 101.33   |     |      |      |     |  |  |  |  |  |              |  |  | 103.67   |  |              |  |  |  |  |             |  |  |  |
| - Vanier                   | 31.00      | 31.50      | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    |     |      |      |     |  |  |  |  |  |              |  |  | 35.00    |  |              |  |  |  |  |             |  |  |  |
| Elementary TR              | 34.00      | 29.00      | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    |     |      |      |     |  |  |  |  |  |              |  |  | 16.00    |  |              |  |  |  |  |             |  |  |  |
| Secondary TR               | 6.00       | 7.00       | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    |     |      |      |     |  |  |  |  |  |              |  |  | 14.67    |  |              |  |  |  |  |             |  |  |  |
| Lunchroom - Elementary     | 78.40      | 92.80      | 102.90     | 115.10     | 112.30   | 118.50   | 81.86    | 82.43    | 82.86    | 82.86    | 83.14    | 83.14    | 83.28    | 83.28    |     |      |      |     |  |  |  |  |  |              |  |  | 88.50    |  |              |  |  |  |  |             |  |  |  |
| - Secondary                | 7.30       | 7.30       | 7.00       | 7.00       | 7.00     | 7.00     | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     |     |      |      |     |  |  |  |  |  |              |  |  | 7.00     |  |              |  |  |  |  |             |  |  |  |
| - Vocational               | 3.10       | 3.10       | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     |     |      |      |     |  |  |  |  |  |              |  |  | 2.00     |  |              |  |  |  |  |             |  |  |  |
| Bus Supervisors            | 12.10      | 13.90      | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    |     |      |      |     |  |  |  |  |  |              |  |  | 16.71    |  |              |  |  |  |  |             |  |  |  |
| Educational Assistants     | 139.00     | 155.00     | 173.00     | 217.50     | 221.50   | 223.50   | 228.50   | 250.50   | 250.50   | 250.50   | 250.50   | 250.50   | 227.00   | 227.00   |     |      |      |     |  |  |  |  |  |              |  |  | 211.50   |  |              |  |  |  |  |             |  |  |  |
| Lunchroom Assistants       | 5.14       | 5.71       | 6.00       | 6.43       | 6.56     | 6.56     | 6.27     | 7.12     | 7.12     | 7.12     | 7.12     | 7.12     | 4.12     | 4.12     |     |      |      |     |  |  |  |  |  |              |  |  | 6.27     |  |              |  |  |  |  |             |  |  |  |
| Ctks/Main/Whs/Asbestos     | 210.00     | 210.00     | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 214.00   | 214.00   | 214.00   | 213.00   | 213.00   | 213.00   | 213.00   |     |      |      |     |  |  |  |  |  |              |  |  | 214.50   |  |              |  |  |  |  |             |  |  |  |
| Cleaners/Cooks             | 330.00     | 333.00     | 340.00     | 347.00     | 351.00   | 360.00   | 353.00   | 353.00   | 353.00   | 347.00   | 331.00   | 331.00   | 331.00   | 331.00   |     |      |      |     |  |  |  |  |  |              |  |  | 358.00   |  |              |  |  |  |  |             |  |  |  |
| Staff On Loan - Teachers   | 29.55      | 34.25      | 34.92      | 33.92      | 41.25    | 41.75    | 39.05    | 40.05    | 40.05    | 41.05    | 41.55    | 40.55    | 40.55    | 40.55    |     |      |      |     |  |  |  |  |  |              |  |  | 42.75    |  |              |  |  |  |  |             |  |  |  |
| - Consultants              |            |            | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |          |          |     |      |      |     |  |  |  |  |  |              |  |  |          |  |              |  |  |  |  |             |  |  |  |
| - Clerical                 |            |            |            |            | 0.50     |          |          |          |          |          |          |          |          |          |     |      |      |     |  |  |  |  |  |              |  |  |          |  |              |  |  |  |  |             |  |  |  |
| Full Time Equiv. Positions | 3,636.41   | 3,750.28   | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,142.68 | 4,168.35 | 4,169.34 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76 | 4,120.76 |     |      |      |     |  |  |  |  |  |              |  |  | 4,139.80 |  |              |  |  |  |  |             |  |  |  |
| Number Of Employees        |            |            |            |            | 4,805    | 4,861    | 4,802    | 4,831    | 4,834    | 4,829    | 4,816    | 4,813    | 4,778    | 4,778    |     |      |      |     |  |  |  |  |  |              |  |  | 4,799    |  |              |  |  |  |  |             |  |  |  |
| Lunchroom Enrolment        | 12,000 est | 13,000 est | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,299   | 17,299   | 17,432   | 17,432   | 17,491   | 17,491   | 17,491   | 17,491   |     |      |      |     |  |  |  |  |  |              |  |  | 16,645   |  |              |  |  |  |  |             |  |  |  |
| Enrolment - Elementary     | * 24,682   | * 24,741   | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,390   | 26,347   | 26,330   | 26,282   | 26,264   | 26,231   | 26,231   |     |      |      |     |  |  |  |  |  |              |  |  | **26,519 |  |              |  |  |  |  |             |  |  |  |
| - Sec Composite            | * 11,928   | * 12,171   | * 12,213   | * 12,354   | * 12,707 | * 12,328 | * 13,001 | 12,651   | 12,276   | 12,103   | 12,300   | 12,227   | 11,969   | 11,969   |     |      |      |     |  |  |  |  |  |              |  |  | **13,093 |  |              |  |  |  |  |             |  |  |  |
| - Sec Vocational           | * 1,794    | * 1,698    | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 990      | 918      | 880      | 973      | 940      | 882      | 882      |     |      |      |     |  |  |  |  |  |              |  |  | **1,066  |  |              |  |  |  |  |             |  |  |  |
| - Sec Vanier               | * 400      | * 400      | * 407      | * 400      | * 399    | * 382    | * 465    | 459      | 455      | 452      | 442      | 448      | 443      | 443      |     |      |      |     |  |  |  |  |  |              |  |  | **413    |  |              |  |  |  |  |             |  |  |  |
| - T. R.                    | * 262      | * 243      | * 210      | * 193      | * 178    | * 160    | * 167    | 165      | 164      | 161      | 159      | 158      | 163      | 163      |     |      |      |     |  |  |  |  |  |              |  |  | **148    |  |              |  |  |  |  |             |  |  |  |
| - TOTAL                    | * 39,066   | * 39,253   | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,655   | 40,160   | 39,926   | 40,156   | 40,037   | 39,688   | 39,688   |     |      |      |     |  |  |  |  |  |              |  |  | **41,239 |  |              |  |  |  |  |             |  |  |  |

\*September 30th Enrolments

\*\* September 30th Enrolment Estimates

Prepared by Human Resources April 8, 1993







## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO FEB 28, 1993

| SECONDARY  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                     | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            |                              | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    | 2.5               | 4.5                 | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| APRIL      | 19            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| MAY        | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 18            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 16.0                         | 508.0                     | 19.5                            | 11.5                                   | 29.0                                                    | 2.5               | 4.5                 | 141.0 | 716.0           | 327.0           | 110,330    | 34,209               | 144,539       |
| % Of Total |               |                              | 70.9                      | 2.7                             | 1.6                                    | 4.1                                                     | 0.3               | 0.6                 | 19.7  |                 |                 |            |                      |               |

| ELEMENTARY |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Cont. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                 | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            |                              | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                 | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| APRIL      | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| MAY        | 19            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 24.5                         | 2949.5                    | 31.5                            | 27.5                                   | 67.0                                                    | 118.5             | 10.5                | 114.5 | 3319.0          | 3181.0          | 397,558    | 173,963              | 571,521       |
| % Of Total |               |                              | 88.9                      | 0.9                             | 0.8                                    | 2.0                                                     | 3.6               | 0.3                 | 3.4   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO FEB 28, 1993

## SECONDARY &amp; ELEMENTARY

| MONTH      | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense | 1993 % Spent |
|------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|--------------|
| JANUARY    | 40.5                         | 1704.5                    | 37.0                            | 16.0                                   | 50.0                                                    | 54.5              | 3.0                | 82.0  | 1947.0          | 1825.0          | 259,420    | 65,805               | 325,225       |              |
| FEBRUARY   |                              | 1753.0                    | 14.0                            | 23.0                                   | 46.0                                                    | 66.5              | 12.0               | 173.5 | 2088.0          | 2171.5          | 248,468    | 142,367              | 390,835       |              |
| MARCH      |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| APRIL      |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| MAY        |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| JUNE       |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| JULY       |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| AUGUST     |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| SEPTEMBER  |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| OCTOBER    |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| NOVEMBER   |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| DECEMBER   |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| TOTALS     | 40.5                         | 3457.5                    | 51.0                            | 39.0                                   | 96.0                                                    | 121.0             | 15.0               | 255.5 | 4035.0          | 3508.0          | 507,888    | 208,172              | 716,060       | 25.0         |
| % Of Total |                              | 85.7                      | 1.3                             | 1.0                                    | 2.4                                                     | 3.0               | 0.4                | 6.3   |                 |                 |            |                      |               |              |

1993 BUDGET ESTIMATE

\$2,865,000



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 04 08

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

### ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

#### 1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Probationary Staff, effective 1993 04 19, with salary according to the salary schedule

Jacqueline Farrington (E)

Donna Fortman (E)

(Replacements)

#### 2. PERMANENT STAFF APPOINTMENTS

##### Confirmations

(a) That the following teachers be confirmed in the positions stated, effective as shown with salary according to the salary schedule:

Paul Brown (S) (Assistant Head of Department - Technical), 1992 09 01

Sebastian Cino (S) (Assistant Head of Department - Guidance), 1992 09 01

Charlotte Crouch (S) (Assistant Head of Department - English), 1992 09 01

Barbara Dabbs (S) (Assistant Head of Department - Business), 1992 02 01

William Holinaty (S) (Head of Department - Music), 1992 09 01

Sandra Holmes (S) (Head of Department - Physical and Health Education), 1992 09 01

Barbara Jantzi (S) (Head of Department - Business), 1992 09 01

Dorothy Jolliffe (S) (Head of Department - Geography), 1992 09 01

Arthur Joosse (S) (Head of Department - Guidance), 1992 09 01

Sylvia Lennon (S) (Assistant Head of Department - Guidance), 1992 09 01

Janis Leyzer (S) (Head of Department - Physical and Health Education), 1992 09 01

Christine McCulloch (S) (Secondary Vice-Principal), 1992 09 01

Ann Pocq (S) (Head of Department - Family Studies), 1992 02 01

Lloyd Rush (S) (Assistant Head of Department - Technical), 1992 09 01

Kristina Stasiulis (S) (Assistant Head of Department - Business), 1992 09 01

Kasturie Surat (S) (Assistant Head of Department - EASL), 1992 09 01

Stanley Symboluk (S) (Head of Department - Technical), 1992 09 01

Franz Weresch (S) (Head of Department - Technical), 1992 09 01

Claire Wright (S) (Assistant Head of Department - Academic), 1992 09 01



### **3. PROMOTIONS**

(a) (i) That Lauren Tindall be appointed to the position of Principal of an Elementary School, on a temporary basis, effective 1993 05 03 to 1993 06 30, with salary according to the salary schedule.

**(Replacement)**

(ii) That Robert Russ be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1993 05 03, with salary according to the salary schedule.

**(Replacement)**

(b) That Gayle de Jager be appointed to the position of (Second Secretary, Area 3 Office - Grade 6, Clerical and Technical Staff) effective 1993 03 22, with salary according to the salary schedule:

**Replacement**

### **4. INTERNAL APPOINTMENTS**

(a) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Marjorie Bowker (Second Secretary, Elementary Schools - Grade 4, Clerical and Technical Staff), 1993 03 22 (.6)

Patricia Stones (Second Secretary, Elementary Schools - Grade 4, Clerical and Technical Staff), 1993 03 22

Kim Taylor (Bookstore/Accounts Secretary, Secondary School - Level 3, Secondary School Clerical and Secretarial Staff), 1993 04 05

### **5. TIMETABLE CHANGES** - Nil

### **6. RETIREMENTS**

(a) (i) That the resignations of the following teachers, for the purpose of retirement, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid:

Douglas Brown (E)

Robert McIvor (S)

Elvira Peterson (S)

David Renfrew (S)

Margaret Sanders (E)

Stanley Symboluk (S)

(ii) That the resignation of Christine Wallace-Brown (E) for the purpose of retirement, effective 1993 06 30, be accepted with regret.

### **7. LEAVING EMPLOYMENT**

(a) That the date for the following teacher to leave the employ of the Board be approved:

Paula Griffin (S), 1993 08 31

### **8. LEAVES**

#### **Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown be granted:

Ann Afinec (E), 1993 09 01 to 1994 08 31

Janice Boose (E) (E), 1993 04 19 to 1993 12 10

Timothy Chatterton (S), 1993 09 01 to 1994 01 31

Kim Compton (E), 1993 06 07 to 1993 12 10

Linda Rempel (E), 1993 05 11 to 1993 09 06

Paula Scott (S), 1993 07 01 to 1993 12 22

Christine Tate (E), 1993 05 10 to 1993 11 30



(b) That the request of June Byrne (Educational Assistant, Educational and Lunchroom Assistant Staff) for a Leave of Absence, effective 1993 03 01 to 1993 06 30 (half time), be granted.

### **Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Gail Andrews (E), 1993 09 01  
 Julie Capretta (E), 1993 09 01 to 1994 08 31  
 Jane DeRoo (E), 1993 09 01 to 1994 08 31  
 Fran Figge (E), 1993 09 01 to 1994 08 31  
 Judith Haskell (E), 1993 04 09 to 1993 08 31  
 Teresa Katerberg (E), 1993 09 01 to 1994 08 31  
 Julie Marshman MacCuish (E), 1993 09 01 to 1994 08 31  
 Colleen McIntyre deSouza (E), 1993 09 01 to 1994 08 31  
 Marilyn Murray (E), 1993 04 19 to 1993 05 28  
 Mark Strobl (S), 1993 09 01 to 1994 08 31  
 Donna Talbot (E), 1993 09 01 to 1994 08 31  
 Catherine Van Oene (E), 1993 09 01 to 1994 08 31  
 Paula Walker (E), 1993 03 22 to 1994 08 31  
 Kathryn Weber (E), 1993 09 01 to 1994 08 31  
 Katherine Yantzi (E), 1993 09 01 to 1993 12 31

### **Return from Leave of Absence**

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown:

Catherine Alchin (S), 1993 09 01  
 Kathryn Archer (E), 1993 09 01  
 Laurie Behr (E), 1993 03 22  
 Madiha Dokainish (S), 1993 09 01  
 Linda Evans (S), 1993 09 01  
 Cynthia Grau (E), 1993 03 29 (.5)  
 Karen Hahn (E), 1993 09 01  
 Constance Hall (S), 1993 05 03  
 Patricia Hutchinson (E), 1993 09 01  
 Diane Jones (E), 1993 09 01  
 Debora Ligas (E), 1993 03 29  
 Giselle Maerz (E), 1993 09 01

Marilyn Murray (E), 1993 05 31  
 Gary Nolan (S), 1993 09 01  
 Louise Quinn (E), 1993 03 29  
 Cornelia Schuster (E), 1993 03 01  
 Joanne Sinclair (S), 1993 09 01  
 Roger Snowling (S), 1993 09 01  
 Marjorie Steele (E), 1993 09 01  
 Madeleine Tanglao-Dwyer (E), 1993 05 03  
 Fiona Valiquette (E), 1993 09 01  
 Elizabeth Visentin (E), 1993 04 05  
 Dorothy White (S), 1993 09 01  
 Evelyn Wilkie (S), 1993 09 01

(b) That the following staff be returned from their Leaves of Absence, effective as shown:

Judy Dalmer (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 04 12  
 Anja Mennaman (Social Worker, Professional Student Services Personnel), 1993 05 03

### **Leave of Absence - Date Change**

(a) That the effective dates of the Leave of Absence granted to Valerie Reynolds (S) at a previous meeting be changed to 1993 03 05 to 1993 08 31.



(b) That the effective dates of the Leave of Absence granted to Sharon Bachuk (Educational Assistant, Educational and Lunchroom Assistant Staff) at a previous meeting be changed to 1993 02 01 to 1993 03 12 (full time) and 1993 03 15 to 1993 06 30 (half time).

## **9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Cheri Adams (S), 1993 03 01 to 1993 04 02  
 Anthony Black (S), 1993 03 01 to further notice  
 Barbara Brawn (E), 1993 02 15 to further notice  
 Virginia Brisbin (S), 1993 01 28 to further notice (.5)  
 Andrea Chafe (E), 1993 02 09 to further notice (.5)  
 Lidia Coles (E), 1993 04 05 to 1993 10 10  
 Robert Cooke (S), 1993 03 05 to 1993 06 29  
 Geoffrey Coombs (S), 1993 03 22 to further notice  
 Victoria Coughlan (E), 1993 03 29 to 1993 06 29 (.5)  
 Sonia D'Aurelio (E), 1993 04 01 to 1993 06 29  
 Joseph DiDonato (S), 1993 02 17 to 1993 03 12  
 Joseph DiDonato (S), 1993 03 22 to further notice  
 June Fiddes (E), 1993 03 01 to 1993 03 26  
 William Gemmill (E), 1993 01 04 to further notice  
 Lois Giacinti (E), 1993 04 13 to 1993 06 29  
 Leigh-Ann Gower (E), 1993 02 22 to 1993 03 26 (.5)  
 Victoria Harrison (S), 1993 03 29 to 1993 06 29 (2/3)  
 Susan Knight (E), 1993 02 04 to 1993 03 12  
 Karen Maertins (S), 1993 02 01 to 1993 06 29  
 Deanna MacKinnon (E), 1993 03 05 to further notice  
 Dorina Male (E), 1992 11 01 to 1993 05 03  
 Julie Marshman-MacCuish (S), 1993 04 26 to 1993 06 29 (.5)  
 Anita Mohar (S), 1993 03 22 to further notice  
 Mark Moses (S), 1993 02 01 to further notice  
 Sharon Paterson (E), 1993 02 15 to further notice  
 Linda Potocic (S), 1993 02 18 further notice  
 Judith Rouleau (E), 1993 02 08 to 1993 05 31  
 Patricia Sally (E), 1993 02 15 to 1993 06 29 (.3)  
 Nadine Sands (E), 1992 11 02 to 1992 11 30  
 Nadine Sands (E), 1993 03 01 to 1993 06 29  
 Adele Schiedel (S), 1993 01 29 to 1993 06 29  
 E. Kathy Trikoupis (S), 1993 02 01 to further notice  
 Catherine Webster (E), 1993 03 22 to 1993 06 29 (.5)

## **10. OTHERS - Nil**

Respectfully submitted,

D. W. Goodridge,  
 Director of Education  
 and Secretary

April Personnel and Organization  
Added Recommendations

1993 04 08

**ADDED RECOMMENDATIONS**

**ELEMENTARY/SECONDARY**

**8. LEAVES**

**Leave of Absence - Date Change**

(b) That the effective dates of the Leave of Absence granted to Tracy Trifunski (Secretary, Secondary School Clerical & Secretarial Staff) at a previous meeting be changed to 1992 06 29 to 1993 01 29.



10/10/10

10/10/10

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10/10/10



REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the request of Todd Kirby (S) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Collective Agreement, effective 1998 02 01 to 1998 06 30 (2nd Sem., 1997-98 School Year).

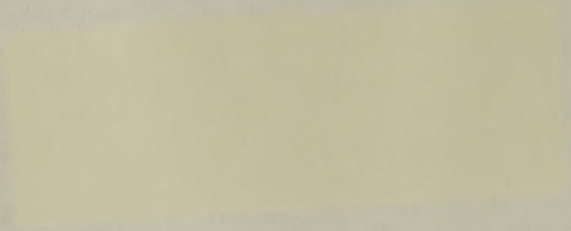
(b) That the effective dates for the Leaves of Absence under the Salary Holdback Plan ("Four Over Five") of the Collective Agreement granted to the following teachers at previous meetings be changed as shown:

David Donat (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)

David Phillips (E), 1993 09 01 to 1994 06 30 (1993-94 School Year)

(c) That the Board rescind the Leave of Absence granted at a previous meeting to Doreen Johnston (E) and approve her request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1995 09 01 to 1996 06 30 (1995-96 School Year)





1993 05 13

**To:** Chairman and Members  
Personnel & Organization Committee  
Education Centre

**From:** Elizabeth G. Bond, Superintendent of Program.

**Re:** Report on Job Coach - Transitional Work Experience Program

**Report:** INFORMATION/DECISION

### BACKGROUND

The Transitional Work Experience Program is a "school to work" transition program which assists high school aged developmentally delayed and physically challenged students. School curricula for moderately and severely handicapped adolescents and young adults is changing. Recent trends have been away from specific curricular goals on the basis of developmental age, toward instruction of chronologically age-appropriate life skills students need to meet the demands of their community environments.

Moderately and severely handicapped individuals have difficulty generalizing skills from an artificially structured environment to the numerous natural environments within the community. The Transitional Work experience Program is a major strategy for bridging these environments by providing actual work experiences in actual work settings.

The Program Statistics below indicate the increase in the number of students and employers in the Program over the past five years.

| PROGRAM STATISTICS |                      |                       |
|--------------------|----------------------|-----------------------|
|                    | <u># of Students</u> | <u># of Employers</u> |
| 1988 - 1989        | 5                    | 12                    |
| 1989 - 1990        | 17 (5 graduates)     | 25                    |
| 1990 - 1991        | 14 (3 graduates)     | 35                    |
| 1991 - 1992        | 16 (3 graduates)     | 45                    |
| 1992 - 1993        | 19 (1 graduate)      | 45                    |



**6. RETIREMENTS**

(a) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Lola Bartley (Cleaner, Cleaning Staff), 1993 03 31  
Paula Fleming (Cleaner, Cleaning Staff), 1993 06 30  
Anne Hrycak (Cleaner, Cleaning Staff), 1993 06 30  
Catherine Kane (Cleaner, Cleaning Staff), 1993 06 30

**7. LEAVING EMPLOYMENT - Nil**

**8. LEAVES**

**Secondments**

(a) That the request of the Hamilton-Wentworth Industry Education Council for the secondment of James O'Connor (S), effective 1993 09 01 to 1994 08 31, to serve as the Executive Director, be approved.

**Leave of Absence**

(a) That the request of Melanie Mumby (Cleaner, Cleaning Staff) for a Leave of Absence, effective 1993 06 07 to 1993 12 10, be granted.

**Leave Extension**

(a) That the request of Joanne Runco (Secretary, Clerical and Technical Staff) for an extension of her Leave of Absence, effective 1993 04 19 to 1993 06 11, be granted.

**Return from Leave of Absence**

(a) That the following staff be returned from a Leave of Absence, effective as shown:

Denise Dawson (Auditor and Special Projects Assistant, Administrative Staff), 1993 05 18  
Connie Lagreca (Cleaner, Cleaning Staff) 1993 02 22.

**9. OCCASIONAL STAFF APPOINTMENTS - Nil**

**10. OTHERS**

(a) That the request of Robert Chapman (S) to relinquish his position as Coordinator (Physical and Health Education), effective 1993 09 01, be granted.

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

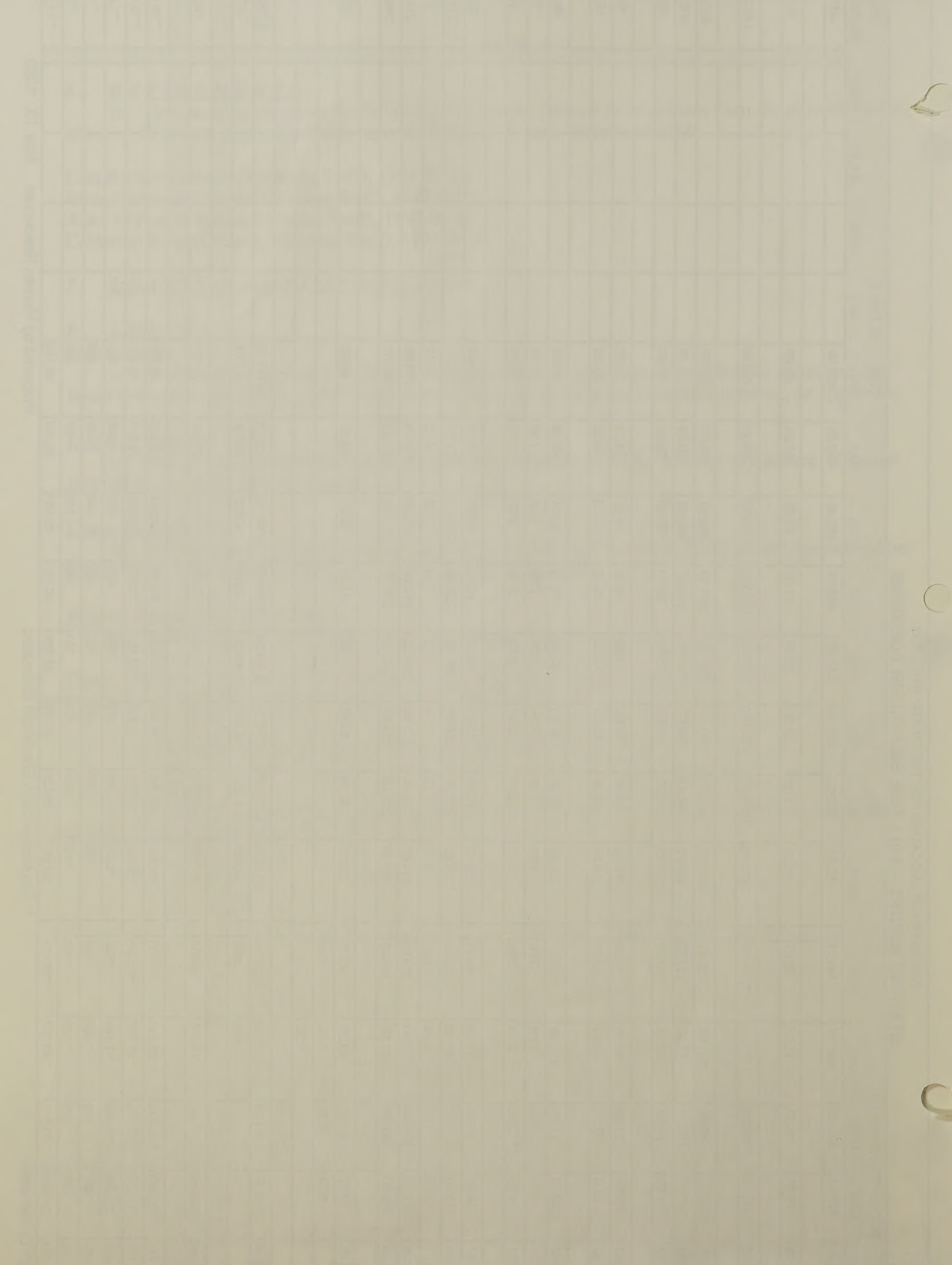


THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

## STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

| DECEMBER 31st ACTUAL       |            |            |            |            |          |          |          |          |          |          |          |          | 1992 ACTUALS |          |     |      |      | 1993 ACTUALS |          |  |  |  | 1992 BUDGET |
|----------------------------|------------|------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|-----|------|------|--------------|----------|--|--|--|-------------|
|                            | 1986       | 1987       | 1988       | 1989       | 1990     | 1991     | SEPT     | OCT      | NOV      | DEC      | JAN      | FEB      | MAR          | APR      | MAY | JUNE | JULY | AUG          |          |  |  |  |             |
| Admin & Support Staff      | 419.37     | 432.24     | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66       | 452.66   |     |      |      |              | 449.11   |  |  |  |             |
| Co-ordinators/Consultants  | 76.00      | 78.00      | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00        | 61.00    |     |      |      |              | 60.00    |  |  |  |             |
| Teachers - Elementary      | 1,362.95   | 1,414.75   | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,655.15 | 1,656.40 | 1,656.60 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60     | 1,658.60 |     |      |      |              | 1,662.75 |  |  |  |             |
| Secondary - Composite      | 732.67     | 741.83     | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 861.33   | 861.33   | 861.33   | 861.33   | 858.67   | 858.67       | 858.67   |     |      |      |              | 851.37   |  |  |  |             |
| - Vocational               | 159.83     | 160.90     | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 100.67   | 100.67   | 100.67   | 100.67   | 101.33   | 101.33       | 101.33   |     |      |      |              | 103.67   |  |  |  |             |
| - Vanier                   | 31.00      | 31.50      | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    |     |      |      |              | 35.00    |  |  |  |             |
| Elementary TR              | 34.00      | 29.00      | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    |     |      |      |              | 16.00    |  |  |  |             |
| Secondary TR               | 6.00       | 7.00       | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    |     |      |      |              | 14.67    |  |  |  |             |
| Lunchroom - Elementary     | 78.40      | 92.80      | 102.90     | 115.10     | 112.30   | 118.50   | 81.86    | 82.43    | 82.86    | 82.86    | 83.14    | 83.14    | 83.28        | 83.28    |     |      |      |              | 88.50    |  |  |  |             |
| - Secondary                | 7.30       | 7.30       | 7.00       | 7.00       | 7.00     | 7.00     | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     |     |      |      |              | 7.00     |  |  |  |             |
| - Vocational               | 3.10       | 3.10       | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     |     |      |      |              | 2.00     |  |  |  |             |
| Bus Supervisors            | 12.10      | 13.90      | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    |     |      |      |              | 16.71    |  |  |  |             |
| Educational Assistants     | 139.00     | 155.00     | 173.00     | 217.50     | 221.50   | 223.50   | 228.50   | 250.50   | 250.50   | 250.50   | 250.50   | 250.50   | 227.00       | 227.00   |     |      |      |              | 211.50   |  |  |  |             |
| Lunchroom Assistants       | 5.14       | 5.71       | 6.00       | 6.43       | 6.56     | 6.56     | 6.27     | 7.12     | 7.12     | 7.12     | 7.12     | 7.12     | 4.12         | 4.12     |     |      |      |              | 6.27     |  |  |  |             |
| Cleaners/Cooks             | 210.00     | 210.00     | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 214.00   | 214.00   | 214.00   | 213.00   | 213.00   | 213.00       | 213.00   |     |      |      |              | 214.50   |  |  |  |             |
| Staff On Loan - Teachers   | 29.55      | 34.25      | 34.92      | 33.92      | 41.25    | 41.75    | 39.05    | 40.05    | 40.05    | 41.05    | 41.55    | 40.55    | 40.55        | 40.55    |     |      |      |              | 42.75    |  |  |  |             |
| - Consultants              |            |            | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |              |          |     |      |      |              |          |  |  |  |             |
| - Clerical                 |            |            |            |            | 0.50     |          |          |          |          |          |          |          |              |          |     |      |      |              |          |  |  |  |             |
| Full Time Equiv. Positions | 3,636.41   | 3,750.28   | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,142.68 | 4,168.35 | 4,169.34 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76     | 4,115.76 |     |      |      |              | 4,139.80 |  |  |  |             |
| Number Of Employees        |            |            |            |            | 4,805    | 4,861    | 4,802    | 4,831    | 4,834    | 4,829    | 4,816    | 4,813    | 4,778        | 4,773    |     |      |      |              | 4,799    |  |  |  |             |
| Lunchroom Enrolment        | 12,000 est | 13,000 est | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,299   | 17,299   | 17,432   | 17,432   | 17,491   | 17,491   | 17,491       | 17,491   |     |      |      |              | 16,645   |  |  |  |             |
| Enrolment - Elementary     | * 24,682   | * 24,741   | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,390   | 26,347   | 26,330   | 26,282   | 26,264   | 26,146       | 26,136   |     |      |      |              | **26,519 |  |  |  |             |
| - Sec Composite            | *11,928    | *12,171    | *12,213    | *12,354    | *12,707  | *12,328  | *13,001  | 12,651   | 12,276   | 12,103   | 12,300   | 12,227   | 11,874       | 11,610   |     |      |      |              | **13,093 |  |  |  |             |
| - Sec Vocational           | * 1,794    | * 1,698    | * 1,598    | * 1,453    | * 1,189  | * 950    | *1,037   | 990      | 918      | 880      | 973      | 940      | 880          | 839      |     |      |      |              | **1,066  |  |  |  |             |
| - Sec Vanier               | * 401      | * 400      | * 407      | * 400      | * 399    | * 382    | * 465    | 459      | 455      | 452      | 442      | 448      | 443          | 433      |     |      |      |              | **413    |  |  |  |             |
| - T. R.                    | * 261      | * 243      | * 210      | * 193      | * 178    | * 160    | *167     | 165      | 164      | 161      | 159      | 158      | 164          | 164      |     |      |      |              | **148    |  |  |  |             |
| - TOTAL                    | * 39,065   | * 39,253   | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,655   | 40,160   | 39,926   | 40,156   | 40,037   | 39,507       | 39,182   |     |      |      |              | **41,239 |  |  |  |             |







REPORT OF SUPPLY TEACHER USAGE - TOTAL TO MARCH 31, 1993

SECONDARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                     | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            | 27.0                         | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    | 2.5               | 4.5                 | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            | 34.0                         | 393.0                     | 20.5                            | 3.0                                    | 10.0                                                    |                   | 1.0                 | 50.0  | 477.5           | 367.5           | 37,771     | 54,476               | 92,247        |
| APRIL      | 19            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| MAY        | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 18            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 77.0                         | 901.0                     | 40.0                            | 14.5                                   | 39.0                                                    | 2.5               | 5.5                 | 191.0 | 1193.5          | 1183.0          | 148,101    | 88,685               | 236,786       |
| % Of Total |               |                              | 75.5                      | 3.4                             | 1.2                                    | 3.3                                                     | 0.2               | 0.5                 | 16.0  |                 |                 |            |                      |               |

ELEMENTARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                 | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            | 38                           | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                 | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            | 14                           | 1119.5                    | 6.5                             | 9.0                                    | 33.5                                                    | 64.0              | 5.0                 | 41.5  | 1279.0          | 1201.5          | 113,202    | 118,687              | 231,889       |
| APRIL      | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| MAY        | 19            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 76.5                         | 4069.0                    | 38.0                            | 36.5                                   | 100.5                                                   | 182.5             | 15.5                | 156.0 | 4598.0          | 4382.5          | 510,760    | 292,650              | 803,410       |
| % Of Total |               |                              | 88.5                      | 0.8                             | 0.8                                    | 2.2                                                     | 4.0               | 0.3                 | 3.4   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO MARCH 31, 1993

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY                | 40.5                         | 1704.5                    | 37.0                            | 16.0                                   | 50.0                                                    | 54.5              | 3.0                 | 82.0  | 1947.0          | 1825.0          | 259,420    | 65,805               | 325,225       |
| FEBRUARY               | 65.0                         | 1753.0                    | 14.0                            | 23.0                                   | 46.0                                                    | 66.5              | 12.0                | 173.5 | 2088.0          | 2171.5          | 248,468    | 142,367              | 390,835       |
| MARCH                  | 48.0                         | 1512.5                    | 27.0                            | 12.0                                   | 43.5                                                    | 64.0              | 6.0                 | 91.5  | 1756.5          | 1569.0          | 150,973    | 173,163              | 324,136       |
| APRIL                  |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| MAY                    |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE                   |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER              |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER                |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS                 | 153.5                        | 4970.0                    | 78.0                            | 51.0                                   | 139.5                                                   | 185.0             | 21.0                | 347.0 | 5791.5          | 5565.5          | 658,861    | 381,335              | 1,040,196     |
| % Of Total             |                              | 85.8                      | 1.3                             | 0.9                                    | 2.4                                                     | 3.2               | 0.4                 | 6.0   |                 |                 |            |                      | 36.3          |

1993 BUDGET  
\$2,865,000



1993 05 13

**MEMO TO:** Chairman and Members  
Personnel & Organization Committee  
Hamilton Board of Education

**FROM:** Don Goodridge  
Director of Education and Secretary

**RE:** Director's Entry Interview Process - Summary Report

**REPORT CLASSIFICATION:** Information/Decision

**BACKGROUND:**

The purpose of an entry process is to "capture before expanding" -- to identify key players, issues and tasks. This, in turn, will lead to the development of personal priorities and potential system goals or thrusts. A key component of this entry process is a series of individual interviews and meetings with various system partners and groups.

Between January 15, 1993 and April 16, 1993, the Director conducted 55 one-to-two-hour interviews with Trustees, supervisory officers, leaders of various staff groups, all middle managers and selected representatives from the community. Copies of the questionnaires used constitute Appendix A. Lists of those interviewed can be found in Appendix B. The Critical Path - Director's Entry P.R. Program is included as Appendix C.

The following report summarizes major findings rather than detailing specific responses to each question asked. The purpose of this exercise was two-fold: to gain a sense of where we are now and to seek input as to where we should be going. The process proved to be most beneficial. The candor of those interviewed provided valuable data on our major strengths and areas requiring improvement. Properly used, this information will enable the Director to work with Trustees and staff to maximize strengths and to make needed improvements in our pursuit of excellence through partnerships for the Board of Education for the City of Hamilton.

**ISSUE:**

To share the results of the Director's entry interview process in the form of a summary report.

**RECOMMENDATION:**

- (i) That the Board receive the Director's Entry Process Summary Report dated May 13, 1993.
- (ii) That the report be shared with all system partners.



**RATIONALE:**

It is important for all those associated with the Board of Education to be aware of the contents of this report. Staff at all levels will be affected by the further analysis of this report which will undoubtedly lead to decisions relating to future courses of action.

The entry interview process provided very useful insights into the Hamilton school system. It is my hope that this report will enable the system to conduct the thoughtful planning so essential for success.

**I. PERCEIVED STRENGTHS OF THE HAMILTON SYSTEM****A) People**

Almost without exception, interviewees cited personnel at all levels in the organization as our greatest asset. Specific and numerous references were made about the quality of our teaching staff, the dedication of our Senior Administration, the leadership of school administrators and the commitment of support staff. Such comments as the following were often repeated in describing specific individuals or groups of Board employees: "professional, well-qualified, talented, cooperative, sincere, personable, hard working".

Trustees were also recognized as an integral component of the complex "people" infrastructure of our Board operation. Ironically, many of the people who constitute our greatest strength, feel a lack of positive reinforcement and proper recognition for their efforts to go the extra mile on behalf of the system. Section II - A) speaks to this area requiring improvement.

**B) Programs**

This area was mentioned by the majority of interviewees. General comments noted our sound, moderate and conservative approach. The curriculum management process involving review, development and implementation was seen as a logical approach to an increasingly complex area of administration. The opportunity for individual initiatives was cited as demonstrating that a laissez-faire approach to managing change has led to a number of creative and innovative projects at the school level. Many people believe that our combination of good people and good programs has served students exceedingly well, as evidenced by the success of our students and graduates. Student achievements were used to illustrate our success in many areas of scholastic, artistic and athletic endeavours.

Some interviewees indicated the need for increased cooperation and cohesion between the Program Department and Area offices. Constant reference was made to the issue of centralization vs. decentralization.

A few individuals said that as good as our programs are, we could capitalize on resources and strengths through increased focus on clearly-stated system goals and priorities.



**C) Place**

A number of respondents referred to the geographical composition of Hamilton as a source of strength. The Lower and Upper City was seen as beneficial in providing variety, balance and a unique perspective for staff and students. The ethnic composition of the community was seen as beneficial but one requiring careful attention as there was much to be learned from this diversity.

**D) Fiscal Management**

Though fewer in number, some staff commented on the Board's financial record, noting a perceived high level of success over an extended period of time.

Many commented that the Board has been wealthy in comparison to other educational jurisdictions. It was noted, however, that this has ended and that the next few years will be difficult for many as they adjust to fewer resources. The Board is seen as trying to strike a balance between system needs and community expectations.

**II. AREAS REQUIRING IMPROVEMENT****A) Attitudes**

There is a need to heighten awareness of the achievements and value of people in this organization. As a service-related organization, we need to understand that employees at every level of this system are essential to our ability to serve students. A number of respondents commented on the opportunity to "lead by example". Specifically, it was felt Trustees and Senior Administration could fulfill an essential role in recognizing the contributions of staff and promoting a high standard of mutual respect in interactions between themselves, and between employees at all levels of the organization.

The majority of interviewees see the Hamilton Board of Education as a conservative operation. There is a need to inject energy, enthusiasm and excitement into the day-to-day working lives of staff. A 25-year employee said "at one time, risk-taking and innovation was valued". These same people feel that the Board definitely has the potential to move forward in this area, given the natural inclination of people to gain reward from their work.

**B) Relationships**

A significant number of people said that we must make major efforts to improve the sense of cooperation among individuals and groups in the system. With the increased focus on partnerships between educators and parents, and schools and community, we must eliminate "we-they" types of thinking and practices. Many stressed the need for enhanced teamwork in identifying and meeting student needs and to improve operational efficiency. In particular, interviewees identified the relationship between Trustees and Senior Administration as critical to create an enhanced unity of purpose and vision for the system, and to increase community confidence in our effectiveness as an organization. There is a perceived need for increased cooperation at this level of the system.



To a lesser degree, the role of the Superintendents of Schools was queried in light of changing expectations. Many questioned why our superintendents were focussing on tasks usually assigned to central authority and thus lessening their visibility in the schools and classrooms. Equally, the relationship among schools, area offices and the Education Centre was seen in need of review to ensure improvement in relevant areas of decision-making and delegation of duties. In this light, the changing role of the school administrator was singled out as an area demanding prompt attention in order to better equip our present and future principals and vice-principals with the tools required to be effective educational leaders.

### C) Planning

There was an obvious expression of need for clearly stated system goals and priorities. The question constantly was asked, "Where are we going?".

The system was seen as lacking a structured, planned, focussed program which would encourage the individual professional growth of all staff. Leadership training, especially for incumbent principals and vice-principals and programs for aspiring leaders, was an obvious area requiring a serious Board commitment to ensure improvement.

Many interviewed felt effective performance appraisal must be tied to any planned program of staff development. Issues of accountability, properly addressed, were seen as lending credibility to the system, if applied in an appropriate manner to all -- from the top -- down.

It was suggested by many that a greater emphasis be placed on the needs of students in any future planning model. Overriding these comments related to planning, training and evaluation was the view that the system needs a greater sense of direction to promote a sense of unity and teamwork. The Director was seen as being the individual to provide this leadership for the system.

### D) Communications

It is to be expected that with an organization of over 4,500 employees, communication would be imperfect. Excessive reliance on paper communication and often unclear lines of decision-making and reporting relationships were cited as areas requiring scrutiny. Trustees requesting reports in an "ad-hoc" fashion was not seen as productive either for the system or for the workload of supervisory officers.

Some staff feel that a lack of true consultation and an inconsistency in the form of mixed messages have hampered meaningful dialogue. More than one person felt that listening skills could be improved by all system partners.

Parental involvement in school affairs must continue to be promoted according to interviewees -- people feel that there is a natural interest waiting to be tapped with proper communication at the school and system levels.

The Board Public Relations Officer was credited by many for her efforts to promote effective communications within the system. The Board must redouble its



commitment to marketing its successes and ensuring that it has the resources for meaningful public relations with all of its constituencies on an ongoing basis.

It was suggested by a mix of people that the Hamilton Board has a natural reticence or reluctance to tout itself, its people or its accomplishments. Accordingly, the system lacks a strong community presence and is seen to have lost its provincial profile.

#### **E) Management**

Those associated with the daily operation of the Board tended to focus on areas for improvement at this level. Common concerns included the number of meetings, the lack of decision-making and change processes, and the need for the Board to more closely adhere to its rules of order and operating procedures. The existing structure of Senior Management was constantly referred to as a problem and one that has detracted from effective team-building.

On an upbeat note, there was a genuine sense of hope based on recent happenings, that the future could bring positive change in the management of time and people resources.

### **III. FUTURE DIRECTIONS**

Sections I and II of this report focussed on the present. Another aspect of the interview process encouraged people to project into the future in order to capture what the system might look like in five years. The data produced clearly indicated a surprising degree of consensus, an optimistic sign that Trustees and staff agree on broad directions and can pursue their potential attainment in a collaborative fashion.

#### **A) Pursuit of Excellence**

Most respondents stated a need for a "VISION" committed to excellence, shared by all. This model was seen as requiring both a philosophical base and concrete action plans that are capable of being implemented on a continuing basis.

There is a need for a Board "STRATEGIC PLAN". Suggested ingredients include:

- an emphasis on improving quality of instruction in the classroom
- a student-centred approach to decision-making
- staff development opportunities, especially training for future leaders
- a systematic approach to dealing with program evaluation and personnel appraisal issues
- an empowerment of the role of the Principal based on a clear understanding of the relationship between what is a necessary central function and what can be decentralized
- sound financial planning
- a genuine recognition of individual staff accomplishments



The general feeling seemed to be a need to be able to demonstrate not only our commitment to the pursuit of excellence, but also to be able to demonstrate excellence.

#### B) Teamwork

The most commonly mentioned strategy to achieve excellence was through a team approach. Some felt that clear direction from the top would facilitate a number of important developments - more clearly defined roles and relationships, a more positive atmosphere in the Boardroom, a greater sense of trust and mutual respect, improved attitudes throughout the system, and an increased sense of concern and caring for others. The general hope was that five years from now, our system would be characterized by a stronger sense of pulling together in the same direction by all major groups and individuals.

#### C) Public Image

The third component of the future vision of the Hamilton Board focussed on the expressed desire to be able to "bring and brag" about what we have become. A significant number of interviewees wanted more evident pride in our system. Equally stated was the notion that our public image and credibility should be enhanced through effective promotion and communications. Several thought that we must reach out to our publics and be more responsive.

The concept of a "lighthouse" Board, a provincial leader with an international reputation, was seen to be within our grasp if we develop the spirit of cooperation deemed essential to future growth and success. A few pragmatic respondents stressed the need for the Director to be as positive and visible as possible and to be a spokesperson for public education.

### IV. QUALITIES OF THE DIRECTOR

Each person interviewed had the opportunity to state what qualities the new Director should possess. These responses are shared because they demonstrated a fairly clear consensus among the people interviewed. The three categories of descriptors are integrally connected and are not in any order of priority or frequency of response.

#### A) Philosophical

The Director was clearly seen as requiring a vision the system could follow. Strong educational convictions relating to the primacy of instruction, the role of the teacher and the learning process were cited as essential ingredients of a successful Director. Different people felt that the following characteristics would represent a progressive Director and system: innovative, high standards, positive, creative, risk-taker and strong work ethic.

#### B) Leadership

In addition to the requisite administrative, organizational and management skills, the Director must be VISIBLE. This idea was the most commonly held view, with virtually everyone wanting the Director to be visible throughout the system on a

regular basis, especially in schools. Individuals suggested the Director could help develop a broader profile for the Board by being visible in the community and beyond Hamilton. In this regard, many saw the Director as leading when he acted as the spokesperson for the system, or as a public relations agent or communicator.

Leadership, to several people, meant providing clear direction, seeking input when appropriate, knowing when and how to delegate, being able to motivate others and being as accessible as possible. The Director, to others, must be able to monitor subordinates and conduct performance appraisals in a climate marked by trust and support.

C) Personal

A number of qualities were identified by various individuals as important character traits. These included: honest, compassionate, energetic, fair, courteous, enthusiastic, reflective, decisive, approachable, open, sensitive, unflappable, political and credible. The most popular comment centred around the need for the Director to "be himself".

*The Director wishes to acknowledge, with gratitude, the sincere expressions of encouragement and support during the entry interview process.*

*This report is written with a tremendous sense of optimism and hope for the future of the Board of Education for the City of Hamilton.*





Name:

Position:

App't Date:

## THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

**DIRECTOR'S ENTRY QUESTIONS  
TRUSTEES**

1. If you were the new Director, what are three things you would want to do?  
\_\_\_\_\_  
\_\_\_\_\_
2. What do you find satisfying about the trustee's role?  
\_\_\_\_\_  
\_\_\_\_\_
3. What are the strengths of the Hamilton school system?  
\_\_\_\_\_  
\_\_\_\_\_
4. What local issues or concerns should I be aware of?  
\_\_\_\_\_  
\_\_\_\_\_
5. What are your impressions of our senior administrative staff?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. In an ideal sense, what will have changed in our system five years from now?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. What frustrates you as a trustee?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Name:  
Position:  
Appointment Date:

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

**DIRECTOR'S ENTRY QUESTIONS**  
**SUPERINTENDENTS**

1. What is unique about this school system?

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2. What are the major things that make you proud of this system?

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3. What do you perceive to be the weaknesses of our system?

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4. Where would you like to place a major focus for improvement during the next five years?

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5. What do you most want to achieve in your role with this Board during the next five years?

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Name:

Position:

Appointment Date:

## THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

**DIRECTOR'S ENTRY QUESTIONS**  
**SCHOOL AND SYSTEM PERSONNEL**

1. If you were the new Director, what are two to three things you would do immediately?

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2. What is currently the key issue for you (or your group)?

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3. What are the key issues which you (or your group) will face in the next five years?

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# THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

## APPOINTMENT SCHEDULE

### DIRECTOR'S ENTRY PLAN

#### Trustees:

|                            |                   |            |
|----------------------------|-------------------|------------|
| Allen, Bert.....           | February 10 ..... | 4:00 p.m.  |
| Bishop, Judith.....        | January 19 .....  | 11:00 a.m. |
| Cunningham, Margaret ..... | January 21 .....  | 6:30 p.m.  |
| Darby, Grant.....          | March 22.....     | 3:45 p.m.  |
| Hill, Sandy.....           | January 15 .....  | 3:00 p.m.  |
| Johnston, John .....       | January 21 .....  | 9:00 a.m.  |
| Korz, Geoff.....           | February 10 ..... | 2:00 p.m.  |
| Lowe, Marion.....          | February 4.....   | 4:00 p.m.  |
| Mason, Carol.....          | January 15 .....  | 10:00 a.m. |
| Mulholland, Ray .....      | January 21 .....  | 10:30 a.m. |
| Orban, Lillian.....        | February 9.....   | 10:00 a.m. |
| Patenaude, Marie.....      | March 31.....     | 4:00 p.m.  |
| Rodgers, Sue .....         | February 3.....   | 1:00 p.m.  |
| Rogers, Joe.....           | February 9.....   | 4:00 p.m.  |
| Wilson, Helen .....        | January 26 .....  | 3:00 p.m.  |

#### Senior Management:

|                      |                   |            |
|----------------------|-------------------|------------|
| Binns, Rick.....     | January 19 .....  | 10:00 a.m. |
| Bond, Betty.....     | March 10.....     | 3:00 p.m.  |
| Cooke, Frank .....   | February 9.....   | 2:30 p.m.  |
| Gillie, Pat.....     | January 27 .....  | 11:00 a.m. |
| Lavoie, Rosaire..... | February 9.....   | 1:30 p.m.  |
| Nicholls, Nancy..... | February 2.....   | 8:30 a.m.  |
| Orlando, Bob.....    | February 3.....   | 2:30 p.m.  |
| Quinn, Murray .....  | January 27 .....  | 9:00 a.m.  |
| Rutledge, Greg.....  | February 12 ..... | 9:00 a.m.  |
| Shewfelt, Paul.....  | April 16.....     | 10:30 a.m. |
| Sinclair, Bruce..... | February 4.....   | 11:30 a.m. |

#### Federations and Associations:

|                                                  |                   |            |
|--------------------------------------------------|-------------------|------------|
| Aurini, Lee, HSSPC.....                          | March 10.....     | 8:30 a.m.  |
| Castle, Brian, HPA.....                          | February 4.....   | 9:00 a.m.  |
| Douglas, Jim/Radke, Brian, OSSTF.....            | February 10 ..... | 9:00 a.m.  |
| Flood, Sharon, OPEIU.....                        | March 10.....     | 4:00 p.m.  |
| Grant, Ralph, AEFO.....                          | April 2 .....     | 8:30 a.m.  |
| Husack, Dianne/Ham, Susan, PSSP .....            | March 2 .....     | 3:30 p.m.  |
| Niewland, Jack/O'Halloran, Sharon, HTF .....     | March 4 .....     | 11:30 a.m. |
| Riis-Culver, Eva, Home & School.....             | March 11.....     | 9:00 a.m.  |
| Ward, Dave, CUPE .....                           | March 24.....     | 2:00 p.m.  |
| Wilson, Bev, O.S.S.T.F., Clerical/Technical..... | February 24 ..... | 3:30 p.m.  |



**Department Managers:**

**Finance:**

Ferguson, Joyce (Payroll Supervisor).....April 15.....2:30 p.m.  
Hardman, Gary (Purchasing Manager).....March 9 .....1:00 p.m.  
Kelterborn, Doug (Manager, Property/Insurance)...February 16 .....9:00 a.m.  
Polidori, Irene (Manager, Financial Services) .....February 24 .....11:00 a.m.  
Sage, Daryl (Manager, Project/Audit/Assessment)..February 24 .....2:00 p.m.  
Veerman, Lucy (Manager, Budget) .....March 23.....1:30 p.m.  
Wilson, Sue (Supervisor, Transportation).....February 26 .....9:00 a.m.

**Human Resources:**

Abraham, Marilyn (Wage & Salary Administrator).February 16 .....3:00 p.m.  
Howard, Barbara (Staffing Co-ordinator).....February 5.....3:00 p.m.  
McCaughey, Jim (Program Leader, Staff Dev.).....February 18 .....1:00 p.m.  
Russon, Debbie (Manager, Collective Bargaining)...February 18 .....2:00 p.m.  
Scarrow, Sylvia (Senior Employment Officer).....April 15.....1:00 p.m.  
Sushko, Irene (Emp. Equity Co-ordinator) .....February 16 .....2:00 p.m.  
Urie, Bill (Co-ordinator, H&S) .....February 24 .....10:00 a.m.

**Plant:**

O'Connor, Dwayne (Manager, Design Services).....February 23 .....2:30 p.m.  
Riley, Jim (Manager, Maint. & Engineering).....March 4 .....10:00 a.m.  
Salmon, Ernie (Manager, Caretaking Services) .....March 9 .....9:30 a.m.

**Others:**

Dixon, Len (Manager, Computer Services).....February 4.....10:30 a.m.  
Haynes, Denver (Manager, Admin. Services) .....February 3.....4:00 p.m.  
Jackson, Owen (Manager, Research Services).....March 2 .....11:00 a.m.  
Cox, Christine (Hamilton Spectator).....April 2 .....10:00 a.m.  
Area 1 Principals .....February 3.....10:30 a.m.  
Area 2 Principals .....March 3 .....8:30 a.m.  
Area 3 Principals .....February 3.....8:30 a.m.  
Area 4 Principals .....March 3 .....10:30 a.m.  
G. P. Vanier .....February 23 .....9:30 a.m.



|                                              |
|----------------------------------------------|
| CRITICAL PATH--DIRECTOR'S ENTRY P.R. PROGRAM |
|----------------------------------------------|

|                               | ACTIVITY                                                                                                                                                                                                                             | TARGET DATE                                           |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| Interviews                    | <ul style="list-style-type: none"> <li>• stakeholder list of personal interviews and Director's Introduction Card completed and reviewed with Director.</li> </ul>                                                                   | January 25                                            |
| Director's Stationery         | <ul style="list-style-type: none"> <li>• design approved</li> <li>• printed and available for circulation (Introduction Cards, Letterhead, Thank You, Note Paper)</li> <li><i>*need to confirm quantities and budgets</i></li> </ul> | January 25<br>February 10                             |
| Director's Introduction Cards | <ul style="list-style-type: none"> <li>• distributed to List B Stakeholders</li> <li>• interviews scheduled</li> </ul>                                                                                                               | February 10<br>as requested                           |
| System Partner Input Sessions | <ul style="list-style-type: none"> <li>• flyer copy reviewed with Director</li> <li>• all sessions confirmed and organized</li> <li>• core speech completed for Director</li> <li>• all sessions completed</li> </ul>                | January 25<br>February 1<br>February 1<br>February 15 |
| Area Meetings                 | <ul style="list-style-type: none"> <li>• all sessions confirmed by</li> <li>• all sessions completed (Area meetings will take place on February 3 and March 3)</li> </ul>                                                            | January 27<br>March 3                                 |
| Media Profiles                | <ul style="list-style-type: none"> <li>• media outlets targeted for profile interviews</li> </ul>                                                                                                                                    | week of February 8                                    |
| Director's Annual Report      | <ul style="list-style-type: none"> <li>• editorial outline to Director for review</li> <li>• initial design and final copy reviewed and approved</li> <li>• report printed and distributed to system and community</li> </ul>        | January 26<br>April 16<br>April 26                    |
| Speeches Program              | <ul style="list-style-type: none"> <li>• opportunities identified and booked</li> </ul>                                                                                                                                              | ongoing beginning in March                            |



GENERAL INFORMATION

| DATE     | ACTIVITY                              | REMARKS                                                       |
|----------|---------------------------------------|---------------------------------------------------------------|
| 10/1/77  | Initial site visit and soil sampling. | Soil samples collected from various locations.                |
| 10/10/77 | Review of soil test results.          | Results indicate high levels of contamination.                |
| 10/20/77 | Installation of monitoring wells.     | Two monitoring wells installed for groundwater monitoring.    |
| 11/5/77  | First groundwater monitoring event.   | Groundwater levels and quality recorded.                      |
| 11/15/77 | Site cleanup operations initiated.    | Removal of surface contaminants and debris.                   |
| 11/25/77 | Second groundwater monitoring event.  | Improvement in groundwater quality noted.                     |
| 12/5/77  | Completion of site cleanup.           | Site declared clean and ready for use.                        |
| 12/15/77 | Final groundwater monitoring event.   | Groundwater levels and quality stable.                        |
| 12/25/77 | Preparation of final report.          | Report detailing site history, findings, and recommendations. |
| 1/5/78   | Review of final report.               | Report approved and submitted to regulatory agency.           |
| 1/15/78  | Site closure and final inspection.    | Site closed and inspected for compliance.                     |
| 1/25/78  | Archiving of site records.            | All site records and data archived for future reference.      |

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 05 13

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

### **ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

#### **1. PROBATIONARY STAFF APPOINTMENTS**

(a) That the following Educational Assistant be appointed to the Probationary Educational and Lunchroom Assistant Staff, effective as shown, with salary according to the Collective Agreement:

Heidi Harper, 1993 05 10

(Replacement — Contract Compliance)

#### **2. PERMANENT STAFF APPOINTMENTS**

##### **Confirmations**

(a) That Brian Radke(S) be confirmed in the position of Assistant Head of Department (History), effective 1992 09 01, with salary according to the salary schedule.

#### **3. PROMOTIONS**

(b) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Kim Cwierzdzinski, Bookstore/Accounts Secretary, (Level 3, Secondary School Clerical & Secretarial Staff), 1993 04 19

(Replacement)

#### **4. INTERNAL APPOINTMENTS**

(a) That the appointment of the following staff to the position stated, be extended, effective 1993 09 01 to 1994 06 30, with salary according to the salary schedule:

Lee Hondronicols (E), (Primary Consultant - Area 3)

Ethel Thayer (S), (Special Assignment - Gifted Education)

William Whittle (E), (Primary Consultant - Area 4)

(b) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Patti Thur, Second Secretary Elementary School, (Grade 4, Clerical and Technical Staff), 1993 04 19 (.7)

(Replacement)

#### **5. TIMETABLE CHANGES**

(a) The the timetable of Shawn Duthie (E) be increased from .5 to 1.0, effective 1993 04 14 to 1993 06 30, with salary according to schedule. (New Position)



**6. RETIREMENTS**

(a) (i) That the resignation of George Massey, Elementary School Principal, for the purpose of retirement, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Wayne Allison (S), 1993 06 30  
 Lois Chamberlain (E), 1993 06 30  
 Margaret Cressy (E), 1993 06 30  
 Paul Giglia (S), 1993 06 11  
 Nancy Hinich (E), 1993 06 30  
 Norma Jones (S), 1993 06 30  
 George Kinloch (S), 1993 06 30  
 Robert Marson (S), 1993 06 30  
 Diane Perrault (S), 1993 06 30  
 Robert Philip (S), 1993 07 31  
 Donald Reed (S), 1993 06 30  
 Rosalie Yaremko (E) 1993 06 30

**7. LEAVING EMPLOYMENT**

(a) That the date for the following teachers to leave the employ of the Board be approved:

Bruce Adams (E), 1993 08 31  
 Marlo Amy (E), 1993 08 31  
 Tracey Austin (S), 1993 08 31  
 Annette Bodo (E), 1993 08 31  
 Bruce Bukvic (S), 1993 08 31  
 Cynthia Campanella (E), 1993 08 31  
 Kawong Chung-Shipman (E), 1993 08 31  
 Bruce Cooke (S), 1993 08 31  
 Angelo Costanzo (S), 1993 08 31  
 Leslie Cramer (S), 1993 08 31  
 Sharon Crechiola (E), 1993 08 31  
 Jyoti de Haan (S), 1993 08 31  
 Sandra Della Maestra (S), 1993 08 31  
 Rita DiCenzo (S), 1993 08 31  
 Maria Dlugolecki (S), 1993 08 31  
 Jeannine Falasca (S), 1993 08 31  
 Jacqueline Farrington (E), 1993 08 31  
 Donna Fortman (E), 1993 08 31  
 Cynthia Goodridge (E), 1993 08 31  
 Michelle Gould (E), 1993 08 31  
 Denise Hagger (S), 1993 08 31  
 Victoria Kudrenski (S), 1993 08 31

Sandra Levy (E), 1993 08 31  
 Jeannine MacIsaac (S), 1993 08 31  
 Deborah McAlpine (S), 1993 06 30  
 Patricia McEachren (S), 1993 08 31  
 Penelope Mitton (E), 1993 08 31  
 Heather Moffatt (S), 1993 08 31  
 Louise Morissey (S), 1993 08 31  
 Cherylin Moses (E), 1993 08 31  
 Karen Must (E), 1993 08 31  
 Karen Putman (E), 1993 08 31  
 Maureen Reid (E), 1993 08 31  
 Susan Robertson (S), 1993 08 31  
 Mark Simpson (E), 1993 08 31  
 Carol Sindall (E), 1993 08 31  
 Geraldine Sloan (S), 1993 08 31  
 Mark Spera (S), 1993 08 31  
 Paula Stavnitzky (S), 1993 06 30  
 Pamela Toppan (E), 1993 08 31  
 Steven Toth (S), 1993 06 30  
 Kathryn Tuite (E), 1993 08 31  
 Wendy Vandenburg (E), 1993 08 31  
 Therese van der Spuy-Armstrong (E), 1993 08 31

**1 Elem. Resig.**

**21 Elem. Term.**

**22 Sec. Term.**

**44 Total**



**8. LEAVES****Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Karen Bernyak-Bouwman (E), 1993 08 13 to 1994 01 28  
 Adele Blais (E), 1993 05 31 to 1993 09 24  
 Sharon Dorin (E), 1993 07 01 to 1994 01 05  
 Jane Fletcher (E), 1993 05 10 to 1993 10 29  
 Ruth Anne Hamel (E), 1993 09 01 to 1994 08 31  
 Ellen Knapp (E), 1993 04 03  
 Jane McGall (S), 1993 09 01 to 1994 08 31  
 Judith Mendelson (E), 1993 09 01 to 1994 03 18  
 Allison Montgomery (E), 1993 09 01 to 1994 08 31  
 Laima Pohl (S), 1993 09 01 to 1994 01 31  
 Douglas Robb (S), 1993 09 01 to 1994 08 31  
 Brenda Stewart (E), 1993 02 18  
 Mary Welsh (S), 1993 03 31 to 1993 08 31  
 Anne-Marie Wilson (S), 1993 09 01 to 1994 08 31

(b) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Michelle Horning (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 04 15 to 1993 06 30

**Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Janis Colohan (E), 1993 09 01  
 Carl Ouellette (S), 1993 09 01 to 1994 08 31  
 Brian Radke (S), 1993 09 01 to 1994 08 31  
 Norval Redpath (E), 1993 09 01  
 Brenda Wisborg (S), 1993 06 01 to 1993 08 31

(b) That the request of Karen Humphreys (Secretary, Clerical and Technical Staff) for an extension of her Leave of Absence, effective 1993 05 03 to 1993 05 28, be granted.

**Return from Leave of Absence**

(a) That the following teachers be returned from their Leave of Absence and assigned teaching duties, effective as shown:

James Douglas (S), 1993 09 01  
 Joseph Hammill (S), 1993 09 01  
 Lynn Krusto (E), 1993 05 31  
 Marvin Kuehn (S), 1993 09 01  
 Major, Anthonia (E), 1993 09 01 (1.0)  
 Tiziana Penney (E), 1993 05 17  
 Valerie Reynolds (S), 1993 09 01  
 Adele Schiedel (S), 1993 09 01 (3/6)  
 Grazina Stonkus (S), 1993 09 01  
 Marlene Weil (E), 1993 09 01



**Return from Leave of Absence**

(a) That Elizabeth Rinas (Educational Assistant, Educational and Lunchroom Assistant Staff) be returned from a Leave of Absence, effective 1993 05 03.

**9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Lynda Bertin (E), 1993 03 22 to 1993 04 22 (.7)  
 Gordon Buchan (S), 1993 04 01 to 1993 06 29  
 Susan Connolly (E), 1993 01 13 to 1993 06 29  
 Suzanne Contant (E), 1993 03 01 to 1993 06 29  
 Joanne Crawford (E), 1993 03 11 to 1993 04 30  
 Darlene Etherington-Pounder (S), 1993 03 22 to further notice  
 Brian Hickox (S), 1993 04 26 to further notice  
 Petra Kruis-Daly, 1993 04 19 to 1993 06 29  
 Elaine Lintner (E), 1993 04 19 to further notice  
 Eudene Luther (E), 1993 04 03 to further notice  
 Sandra Mamone (S), 1993 04 13 to 1993 06 29  
 Laureen Morrison (S), 1993 03 29 to 1993 04 30  
 Douglas North (S), 1993 03 24 to further notice  
 Sherry Romaniw (E), 1993 02 08 to 1993 06 29 (.5)  
 Lisa Sanelli (E), 1993 05 11 to 1993 06 29  
 Jean Simpson (E), 1993 01 12 to further notice  
 Lesley Stonehouse (E), 1993 03 22 to 1993 06 29  
 Lark Walker (E), 1993 04 26 to 1993 06 29

**10. OTHERS**

**Relinquishments**

(a) That the request of Marlene Rielly (E) to relinquish her position as Area Supervisor - Area 3, effective 1993 09 01, be granted.

**Exchanges**

(a) That the request of Robert Carle (E) for an overseas exchange with a teacher from the United Kingdom, for the period 1993 09 01 to 1994 08 31, be approved, subject to the condition that a suitable exchange teacher from the United Kingdom can be arranged through the Ministry of Education.

Respectfully submitted,

D. W. Goodridge,  
 Director of Education  
 and Secretary

kd

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A36  
1993

URBAN MUNICIPAL  
JUN - 1 1993  
GOVERNMENT DOCUMENTS

## A G E N D A

### PERSONNEL & ORGANIZATION COMMITTEE

1993 06 10

Confirmation of the minutes of the regular meeting of 1993 05 13.

### GENERAL

#### NEW BUSINESS:

1. Recommendations of the Director of Education Pages 1 to 2
2. (a) Staffing Report Page 3  
(b) Report on Supply Teachers Pages 4 to 5  
(c) Casual Assistance Report:
  - (i) 1993 Substitute Cleaner Usage Page 6
  - (ii) 1993 Casual Budget and Expenditures Page 7
3. Workers' Compensation Update - Occupational Health and Safety Policy Pages 8 to 12
4. Report of the Affirmative Action/Employment Equity Committee

### ELEMENTARY/SECONDARY

#### NEW BUSINESS:

1. Recommendations of the Director of Education Pages 13 to 16
2. Request for "Four Over Five" Plan Page 17





Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 06 10

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS - Nil**

**2. PERMANENT STAFF APPOINTMENTS - Nil**

**3. PROMOTIONS**

(a) That the following teacher be appointed to the position of Program Coordinator, effective 1993 09 01, on a term basis, subject to discussion with the Branch Affiliates, with salary according to the salary schedule:

Philip Scordino (S), Technological and Vocational Education  
**(Replacement)**

(b) (i) That the following staff be appointed to the position stated, effective as shown, with wage rate according to the Collective Agreement:

Barbara Bakos, Warehouse Assistant (Caretaking and Maintenance Staff), 1993 05 31  
**Replacement**

(ii) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Lynda Drennan, Buyer (Grade 10 - Clerical and Technical Staff), 1993 06 28  
Karen Nowicki, Transportation Clerk (Grade 6 - Clerical and Technical Staff), 1993 07 05 (.6)  
**Replacements**

**4. INTERNAL APPOINTMENTS - Nil**

**5. TIMETABLE CHANGES - Nil**

**6. RETIREMENTS**

(a) That the resignation of Helen Dowhan for the purpose of retirement from the position of Cleaner (Cleaning Staff), effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid.



**7. LEAVING EMPLOYMENT**

- (a) That the dates for the following staff to leave the employ of the Board be approved:

Richard Rutherford (Assistant Caretaker, Caretaking and Maintenance Staff), 1993 05 19

Wendy Vuletic (Cleaner, Cleaning Staff), 1993 04 23

**8. LEAVES**

**Leave of Absence**

- (a) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Paula Boothe (Computer Programmer, Clerical and Technical Staff), 1993 07 26 to 1993 12 31

Jean P. Braband (Accounts Payable Clerk, Clerical and Technical Staff), 1993 09 07 to 1994 05 31

Carol MacDonald (Assistant Caretaker, Caretaking and Maintenance Staff), 1993 07 12 to 1994 01 14

**Leave Extension**

- (a) That the request of the following staff for an extension of a Leave of Absence, effective as shown, be granted:

Ingrid Scott (Head Librarian, Dr. Harry Paikin Library), 1993 06 07 to 1993 08 31

**9. OCCASIONAL STAFF APPOINTMENTS - Nil**

**10. OTHER**

- (a) We regret to announce the death of Kelso Martin (Caretaker, Caretaking and Maintenance Staff) on 1993 05 26.

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

**ADDED RECOMMENDATIONS****GENERAL****3. PROMOTIONS**

(a) (ii) That the following teachers be appointed to the Position of Program Co-ordinator with responsibilities as indicated, for a three year term, effective 1993 09 01, with salary according to the salary schedule:

Douglas Dunford (E), (Visual Arts and Drama)

Stella Green Gibson (E), (Physical and Health Education)

**(Replacements)**

(iii) That William Manson, present Co-ordinator of English, Drama and Dance, be reassigned as Program Co-ordinator with responsibilities for English, effective 1993 09 01, within the present five year term (1990 09 01 to 1995 08 31), with salary according to the salary schedule.

(iv) That Russell Weil, present Co-ordinator of Music, be reassigned as Program Co-ordinator, with responsibilities for Music and Dance, effective 1993 09 01, within the present five year term (1990 09 01 to 1995 08 31), with salary according to the salary schedule.



See Revised and Organized

about the organization

The purpose of this report is to provide an overview of the current state of the organization and to identify areas for improvement.

## ABOUT THE ORGANIZATION

The organization was established in 1980 and has since then grown to become one of the leading organizations in the field of environmental protection.

## 1. BACKGROUND

(a) The history of the organization can be traced back to the early 1980s when a group of concerned citizens decided to form an organization to protect the environment.

(b) The organization has since then grown to become one of the leading organizations in the field of environmental protection. It has a membership of over 10,000 people and a budget of over \$1 million.

(c) The organization has a long history of successful campaigns and has been instrumental in the passage of several important environmental laws.

(d) The organization has a strong reputation for its commitment to the environment and its dedication to the public good.

## 2. CURRENT STATE OF THE ORGANIZATION

### A. MEMBERSHIP

The organization has a membership of over 10,000 people, which is a significant increase from the 5,000 members it had in 1980.

### B. FINANCIAL STATEMENT

The organization's financial statement for the year 1989 shows a total revenue of \$1,200,000.

The organization's expenses for the year 1989 were \$1,000,000.

The organization's net income for the year 1989 was \$200,000.



## STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

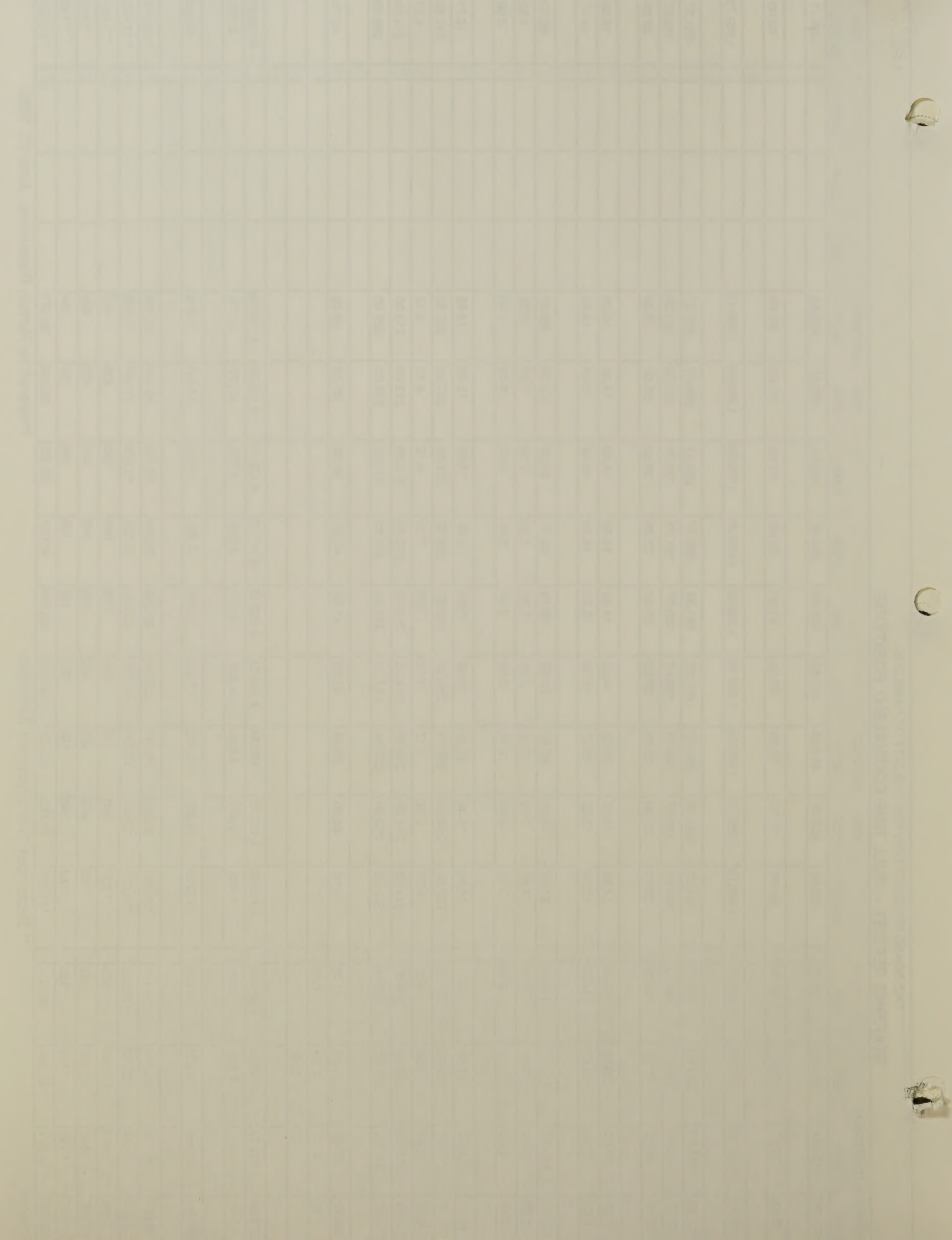
|                            | DECEMBER 31st ACTUAL |            |            |            |          |          |          |          |          |          |          |          | 1993 ACTUALS |          |          |      |      | 1992 BUDGET |  |  |          |
|----------------------------|----------------------|------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|----------|------|------|-------------|--|--|----------|
|                            | 1986                 | 1987       | 1988       | 1989       | 1990     | 1991     | SEPT     | OCT      | NOV      | DEC      | JAN      | FEB      | MAR          | APR      | MAY      | JUNE | JULY | AUG         |  |  |          |
| Admin & Support Staff      | 419.37               | 432.24     | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66       | 452.66   | 452.66   |      |      |             |  |  | 449.11   |
| Co-ordinators/Consultants  | 76.00                | 78.00      | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00        | 61.00    | 61.00    |      |      |             |  |  | 60.00    |
| Teachers - Elementary      | 1,362.95             | 1,414.75   | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,655.15 | 1,656.40 | 1,656.60 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60     | 1,658.60 | 1,658.60 |      |      |             |  |  | 1,662.75 |
| Secondary - Composite      | 732.67               | 741.83     | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 861.33   | 861.33   | 861.33   | 861.33   | 858.67   | 858.67       | 858.67   | 858.67   |      |      |             |  |  | 851.37   |
| - Vocational               | 159.83               | 160.90     | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 100.67   | 100.67   | 100.67   | 100.67   | 101.33   | 101.33       | 101.33   | 101.33   |      |      |             |  |  | 103.67   |
| - Vanier                   | 31.00                | 31.50      | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    | 35.00    |      |      |             |  |  | 35.00    |
| Elementary TR              | 34.00                | 29.00      | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    | 14.00    |      |      |             |  |  | 16.00    |
| Secondary TR               | 6.00                 | 7.00       | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    | 15.33    |      |      |             |  |  | 14.67    |
| Lunchroom - Elementary     | 78.40                | 92.80      | 102.90     | 115.10     | 112.30   | 118.50   | 81.86    | 82.43    | 82.86    | 82.86    | 83.14    | 83.14    | 83.28        | 83.28    | 83.32    |      |      |             |  |  | 88.50    |
| - Secondary                | 7.30                 | 7.30       | 7.00       | 7.00       | 7.00     | 7.00     | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     | 7.36     |      |      |             |  |  | 7.00     |
| - Vocational               | 3.10                 | 3.10       | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 2.00     |      |      |             |  |  | 2.00     |
| Bus Supervisors            | 12.10                | 13.90      | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    | 15.86    |      |      |             |  |  | 16.71    |
| Educational Assistants     | 139.00               | 155.00     | 173.00     | 217.50     | 221.50   | 223.50   | 228.50   | 250.50   | 250.50   | 250.50   | 250.50   | 250.50   | 227.00       | 227.00   | 227.50   |      |      |             |  |  | 211.50   |
| Lunchroom Assistants       | 5.14                 | 5.71       | 6.00       | 6.43       | 6.56     | 6.56     | 6.27     | 7.12     | 7.12     | 7.12     | 7.12     | 7.12     | 4.12         | 4.12     | 4.12     |      |      |             |  |  | 6.27     |
| Ctrrs/Maint/Whs/Asbestos   | 210.00               | 210.00     | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 214.00   | 214.00   | 214.00   | 213.00   | 213.00   | 213.00       | 213.00   | 213.00   |      |      |             |  |  | 214.50   |
| Cleaners/Cooks             | 330.00               | 333.00     | 340.00     | 347.00     | 351.00   | 360.00   | 353.00   | 353.00   | 353.00   | 347.00   | 331.00   | 331.00   | 331.00       | 326.00   | 326.00   |      |      |             |  |  | 358.00   |
| Staff On Loan - Teachers   | 29.55                | 34.25      | 34.92      | 33.92      | 41.25    | 41.75    | 39.05    | 40.05    | 40.05    | 41.05    | 41.55    | 40.55    | 40.55        | 40.55    | 40.55    |      |      |             |  |  | 42.75    |
| - Consultants              |                      |            | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |              |          |          |      |      |             |  |  |          |
| - Clerical                 |                      |            |            |            | 0.50     |          |          |          |          |          |          |          |              |          |          |      |      |             |  |  |          |
| Full Time Equiv. Positions | 3,636.41             | 3,750.28   | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,142.68 | 4,168.35 | 4,169.34 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76     | 4,115.76 | 4,116.80 |      |      |             |  |  | 4,139.80 |
| Number Of Employees        |                      |            |            |            | 4,805    | 4,861    | 4,802    | 4,831    | 4,834    | 4,829    | 4,816    | 4,813    | 4,778        | 4,773    | 4,774    |      |      |             |  |  | 4,799    |
| Lunchroom Enrolment        | 12,000 est           | 13,000 est | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,299   | 17,299   | 17,432   | 17,432   | 17,491   | 17,491   | 17,491       | 17,491   | 17,516   |      |      |             |  |  | 16,645   |
| Enrolment - Elementary     | * 24,682             | * 24,741   | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,390   | 26,347   | 26,330   | 26,282   | 26,264   | 26,146       | 26,144   | 26,194   |      |      |             |  |  | **26,519 |
| - Sec Composite            | *11,928              | *12,171    | *12,213    | *12,354    | *12,707  | *12,328  | *13,001  | 12,651   | 12,276   | 12,103   | 12,300   | 12,227   | 11,874       | 11,627   | 11,388   |      |      |             |  |  | **13,093 |
| - Sec Vocational           | * 1,794              | * 1,698    | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 990      | 918      | 880      | 973      | 940      | 880          | 838      | 801      |      |      |             |  |  | **1,066  |
| - Sec Vanier               | * 400                | * 400      | * 407      | * 400      | * 399    | * 382    | * 465    | 459      | 455      | 452      | 442      | 448      | 443          | 433      | 430      |      |      |             |  |  | **413    |
| - T. R.                    | * 262                | * 243      | * 210      | * 193      | * 178    | * 160    | * 167    | 165      | 164      | 161      | 159      | 158      | 164          | 160      | 164      |      |      |             |  |  | **148    |
| - TOTAL                    | * 39,066             | * 39,253   | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,655   | 40,160   | 39,926   | 40,156   | 40,037   | 39,507       | 39,202   | 38,977   |      |      |             |  |  | **41,239 |

\*September 30th Enrolments

\*\* September 30th Enrolment Estimates

Prepared by Human Resources June 10, 1993







## SECONDARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                     | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            | 27.0                         | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    | 2.5               | 4.5                 | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            | 34.0                         | 393.0                     | 20.5                            | 3.0                                    | 10.0                                                    |                   | 1.0                 | 50.0  | 477.5           | 367.5           | 37,771     | 54,476               | 92,247        |
| APRIL      | 19            |                              | 389.5                     | 29.5                            | 21.0                                   | 24.0                                                    | 1.0               | 3.5                 | 27.0  | 495.5           | 368.0           | 49,361     | 38,627               | 87,988        |
| MAY        | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 18            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 77.0                         | 1290.5                    | 69.5                            | 35.5                                   | 63.0                                                    | 3.5               | 9.0                 | 218.0 | 1689.0          | 1551.0          | 197,462    | 127,312              | 324,774       |
| % Of Total |               |                              | 76.4                      | 4.1                             | 2.1                                    | 3.7                                                     | 0.2               | 0.5                 | 12.9  |                 |                 |            |                      |               |

## ELEMENTARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                 | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            | 38.0                         | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                 | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            | 14.0                         | 1119.5                    | 6.5                             | 9.0                                    | 33.5                                                    | 64.0              | 5.0                 | 41.5  | 1279.0          | 1201.5          | 113,202    | 118,687              | 231,889       |
| APRIL      | 20            |                              | 1371.5                    | 11.0                            | 34.0                                   | 74.0                                                    | 107.5             | 13.0                | 88.5  | 1699.5          | 1453.0          | 191,609    | 69,531               | 261,140       |
| MAY        | 19            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE       | 20            |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 76.5                         | 5440.5                    | 49.0                            | 70.5                                   | 174.5                                                   | 290.0             | 28.5                | 244.5 | 6297.5          | 5835.5          | 702,369    | 362,181              | 1,064,550     |
| % Of Total |               |                              | 86.4                      | 0.8                             | 1.1                                    | 2.8                                                     | 4.6               | 0.5                 | 3.9   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO APRIL 30, 1993

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY                | 40.5                         | 1704.5                    | 37.0                            | 16.0                                   | 50.0                                                    | 54.5              | 3.0                 | 82.0  | 1947.0          | 1825.0          | 259,420    | 65,805               | 325,225       |
| FEBRUARY               | 65.0                         | 1753.0                    | 14.0                            | 23.0                                   | 46.0                                                    | 66.5              | 12.0                | 173.5 | 2088.0          | 2171.5          | 248,468    | 142,367              | 390,835       |
| MARCH                  | 48.0                         | 1512.5                    | 27.0                            | 12.0                                   | 43.5                                                    | 64.0              | 6.0                 | 91.5  | 1756.5          | 1569.0          | 150,973    | 173,163              | 324,136       |
| APRIL                  |                              | 1761.0                    | 40.5                            | 55.0                                   | 98.0                                                    | 108.5             | 16.5                | 115.5 | 2195.0          | 1821.0          | 240,970    | 108,158              | 349,128       |
| MAY                    |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JUNE                   |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER              |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| OCTOBER                |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| NOVEMBER               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS                 | 153.5                        | 6731.0                    | 118.5                           | 106.0                                  | 237.5                                                   | 293.5             | 37.5                | 462.5 | 7986.5          | 7386.5          | 899,831    | 489,493              | 1,389,324     |
| % Of Total             |                              | 84.3                      | 1.5                             | 1.3                                    | 3.0                                                     | 3.7               | 0.5                 | 5.8   |                 |                 |            |                      | 48.5          |

1993 BUDGET  
\$2,865,000



## REPORT OF SUBSTITUTE CLEANER USAGE - 1993

| MONTH    | Working Days | Personal Reasons /Illness | Workers' Comp. | Extra Workload | Leaves, Vacancies *perm pay | Total Days | Casual \$ Expense |
|----------|--------------|---------------------------|----------------|----------------|-----------------------------|------------|-------------------|
| FEBRUARY | 20           | 491                       | 323            | 66             | 367                         | 1247       | 54,440            |
| MARCH    | 23           | 625                       | 389            | 69             | 455                         | 1538       | 67,544            |
| APRIL    | 20           | 525                       | 411            | 61             | 253                         | 1250       | 58,794            |
| TOTALS   |              | 1,641                     | 1,123          | 196            | 1,075                       | 4,035      | \$180,778         |

\*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources  
June 10, 1993





**1993 CASUAL BUDGET AND EXPENDITURES**

|                                          | 1993 BUDGET      | EXPENDITURES<br>AS OF APRIL 30/93 | EXPLANATION                                                                           |
|------------------------------------------|------------------|-----------------------------------|---------------------------------------------------------------------------------------|
| <b>Central Depts. &amp; Area Offices</b> |                  |                                   |                                                                                       |
| - Admin. Services                        | 7,400            | 5,307                             | Replacement for illness, Extra Assistance for special Assignments, Psych Testing etc. |
| - Computer Services                      | 67,750           | 28,190                            |                                                                                       |
| - Director's Office                      | 4,700            | 228                               |                                                                                       |
| - Ed Centre (General)                    | 2,000            |                                   |                                                                                       |
| - Finance                                | 36,000           | 3,383                             |                                                                                       |
| - Human Resources                        | 22,100           | 16,120                            |                                                                                       |
| - Program Departments                    | 222,160          | 96,672                            |                                                                                       |
| - Area 1 Office                          | 13,000           | 9,617                             |                                                                                       |
| - Area 2 Office                          | 5,000            | 1,905                             |                                                                                       |
| - Area 3 Office                          | 1,000            | 1,483                             |                                                                                       |
| - Area 4 Office                          | 5,000            | 1,904                             |                                                                                       |
| - Area 5 Office                          | 1,600            | 446                               |                                                                                       |
| <b>School Services</b>                   |                  |                                   |                                                                                       |
| - Student Assistance                     | 70,000           | 16,329                            | Textbook, Science Labs, Library Student Assistance                                    |
| - Elem. Clerical                         | 86,000           | 30,364                            | Clerical replacement for illness and extra assistance.                                |
| - Sec. Clerical                          | 46,000           | 13,923                            | Clerical replacement for illness and extra assistance.                                |
| - Equipment Repair                       | 22,000           | 4,601                             | Co-op Student                                                                         |
| <b>Regular Day School</b>                |                  |                                   |                                                                                       |
|                                          | 26,000           | 6,547                             | Student Assistance - science labs and tech shops.                                     |
| <b>Plant Operation</b>                   |                  |                                   |                                                                                       |
|                                          | 37,000           | 14                                | Extra assistance                                                                      |
| <b>Plant Maintenance</b>                 |                  |                                   |                                                                                       |
|                                          | 30,500           | 10,154                            | Asbestos Project - casual . Maintenance Shop - casual.                                |
| <b>Other Operating</b>                   |                  |                                   |                                                                                       |
|                                          | 7,600            | 5,005                             | Stage Technician, Community School Clerks                                             |
| <b>GRAND TOTAL</b>                       | <b>\$712,810</b> | <b>\$252,192</b>                  |                                                                                       |

Prepared by: Bruce Sinclair  
Human Resources  
Date: June 10, 1993



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**TO:** The Chairman and Members of  
the Personnel and Organization Committee  
1993-06-10

**FROM:** Bruce Sinclair  
Superintendent,  
Human Resources

**RE:** WORKERS' COMPENSATION UPDATE

**REPORT:** INFORMATION/DECISION

**BACKGROUND:**

- \* This Board's current accident experience and associated costs could result in a Workers' Compensation Board (WCB) penalty.
- \* A WCB Action Committee was formed to initiate strategy to reduce accidents and costs.
- \* Board Occupational Health and Safety Policy is now drafted.
- \* Outline for an Occupational Health and Safety Procedure Manual has been defined.

**ISSUE:** To provide information on WCB status and to obtain direction/approval on recommendations contained in this report.

**RECOMMENDATION:**

1. That it shall be the policy of the Board of Education for the City of Hamilton to provide a safe and healthy environment for all people in Board-owned facilities in accordance with the Occupational Health and Safety Act.  
(See Appendix A)
2. That the financial implications relating to the Occupational Health and Safety Policy be presented to the Board by 1993 12 31, for consideration in the 1994 budget.
3. That an Occupational Health and Safety Procedure Manual be prepared in support of this policy by 1993 12 31.  
(See Appendix B)
4. That an Annual Report on the Occupational Health and Safety Policy will be presented to the Board in June of each year.



**RATIONALE:**

- \* The Board is at risk of a Workers' Compensation Board penalty {Sec. 91 (7)} as a result of current Workers' Compensation Board expenditures and accident statistics.

/et  
IV-P&O

## OCCUPATIONAL HEALTH AND SAFETY PROGRAM

for The Board of Education  
for the City of Hamilton

INTRODUCTION

The Board is committed to establish programs for the protection of staff from injury and occupational diseases in the workplace.

POLICY

The Hamilton Board of Education shall provide a safe and healthy environment for all people in Board-owned facilities in accordance with the Occupational Health and Safety Act.

ACCOUNTABILITY

Board of Trustees, Management and staff will be accountable as defined in the Occupational Health and Safety Act.

All staff are responsible for and will be held accountable for working safely.

All persons employed or contracted by the Board shall comply with the safe work practices and procedures established by the Board.

PROCEDURE

An OCCUPATIONAL HEALTH AND SAFETY PROCEDURE MANUAL will be prepared in support of this policy.

The Hamilton Board of Education will make every effort, through the preparation of clearly defined management duties and responsibilities, to ensure a safe and healthy environment for education and work.

All staff and users of Board facilities and programs shall comply with the Occupational Health & Safety Act and all other appropriate legislation for Ontario, shall follow safe work practices and established safety rules.

Staff will receive ongoing education and training appropriate to their specific work requirements.

Management is responsible to ensure that staff is trained in the safe use and operation of any equipment under their control.

Appropriate monitoring and back to work initiatives will be undertaken by Management



# INTERNATIONAL HEALTH AND SAFETY PROGRAM

For the purpose of this program, the following definitions shall apply:

The International Health and Safety Program is a comprehensive program designed to protect the health and safety of all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

## OBJECTIVES

The objectives of the International Health and Safety Program are to provide a safe and healthy work environment for all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

## SCOPE

The International Health and Safety Program applies to all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

The International Health and Safety Program is designed to provide a safe and healthy work environment for all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

The International Health and Safety Program is designed to provide a safe and healthy work environment for all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

## DEFINITIONS

The International Health and Safety Program is designed to provide a safe and healthy work environment for all employees and visitors to the facility. The program is designed to provide a safe and healthy work environment for all employees and visitors to the facility.

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OCCUPATIONAL HEALTH & SAFETY

PROCEDURAL MANUAL

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1. Health & Safety Policy
2. Duties and Responsibilities
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  - Senior Management
  - Managers/Supervisors
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  - Department Heads
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  - Defensive Driving
  - Orientation of New Staff
  - Supervisor Training
  - Monthly Contact Sessions
  - Playground Equipment

### III Index

**REPORT OF THE  
AFFIRMATIVE ACTION/EMPLOYMENT EQUITY COMMITTEE**

Present: Trustees B. Allen (Chairman), Bishop and Rodgerson.

Also Present: Trustee Mulholland, S. Joyce (H.P.A.), N. Martin (O.P.S.T.F.) and L. Tindall (F.W.T.A.O.)

Officials Present: B. Sinclair (Superintendent of Human Resources) and I. Sushko (Affirmative Action/Employment Equity Co-ordinator).

The Committee recommends:

**GENERAL**

1. That the Update - Policy Against Harassment be received for information and the following amendments to the Board's Policy Against Harassment be approved:

(a) That the areas of the Policy which previously referred to the "Associate Director" be changed to "Director" and the "Associate Director/Designate" be changed to "Director/Designate".

(b) That Panel Proceedings be revised to read:

The Panel of three people is appointed by the Director and will consist of one Superintendent, one Trustee and a designate as considered appropriate by the Director.

2. That the Update on "Bill 79 - an Act to provide Employment Equity for Aboriginal People, People with Disabilities, Members of Racial Minorities and Women" be received for information.

3. That the Report regarding Inclusive Language be received for information and the following recommendation approved:

(a) That a staff committee be established to develop a draft policy on Inclusive Language and that a report be brought back to the Affirmative Action/Employment Equity Committee by 1994 01 01.

4. That the correspondence from and presentation by the Hamilton Women Teachers' Association (HWTa) regarding the use of Inclusive Language in our System be received for information.

Respectfully submitted

B. ALLEN  
Chairman

Committee Room  
1993 06 07





Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 06 10

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

### **ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

#### **1. PROBATIONARY STAFF APPOINTMENTS** - Nil

#### **2. PERMANENT STAFF APPOINTMENTS** - Nil

#### **3. PROMOTIONS**

(a) That the following teachers be appointed to positions indicated, effective as shown, with salary according to the salary schedule:

Anne Cliffe (E), Junior Middle School Consultant - Area 2 , 1993 09 01 to 1994 06 30

Joseph May (S), Acting Assistant Head of Department - Business , 1993 09 01

Charles Waterman (E), Area Supervisor - Area 3 , 1993 09 01 to 1994 08 31

**(Replacements)**

#### **4. INTERNAL APPOINTMENTS**

(a) That the appointment of Kenneth Griffin (E), to the position of Junior/Middle School Consultant - Area 1, be extended, effective 1993 09 01 to 1994 06 30, with salary according to the salary schedule.

(b) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Margaret Bennett, Second Secretary Elementary School, (Grade 4, Clerical and Technical Staff), 1993 04 19 (.5)

**Replacement**

#### **5. TIMETABLE CHANGES**

(a) That the following timetable changes be approved, effective 1993 09 01, with salary according to the salary schedule:

Gayle Detenbeck (S), 3/6 to 6/6

Kenneth Durkacz (S), 4/6 to 6/6

Suzanne Dykeman (S), 3/6 to 5/6 (3/3 Sem. 1, 2/3 Sem. 2)

Henry Vermeulen (S), 5/6 to 6/6

Barbara Tkach (S), 2/6 to 4/6 (2/3 Sem. 1 and 2)

Adele Schiedel (S), 3/6 to 5/6 (3/3 Sem. 2, 2/3 Sem. 2)

Linda Evans (S), 6/6 to 4/6 (2/3 Sem. 1 and 2)

William Holinaty (S), 6/6 to 3/6 (3/6 Sem. 1 & 2)

Kim Hutt-Taylor (S), 6/6 to 3/6 (F.T. Sem. 2 Only)

Joan Massey (S), 5/6 to 4/6 (2/3 Sem. 1 and 2)



**6. RETIREMENTS**

(a) That the resignation of the following teachers, for the purpose of retirement, effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid:

William Spragg (E)

Sylvia Torrance (S)

(b) (i) That the resignation of Joy Williams for the purpose of retirement from the position of Educational Assistant, (Educational and Lunchroom Assistant Staff), effective 1993 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignation of Carol Tanner for the purpose of retirement from the position of Educational Assistant, (Educational and Lunchroom Assistant Staff), effective 1993 06 30, be accepted with regret.

**7. LEAVING EMPLOYMENT - Nil**

**8. LEAVES**

**Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Lisa Clarke (E), 1993 08 02 to 1994 04 01

Theodore Connor (S), 1993 09 01 to 1994 08 31

Susanna Costa-Popovich (E), 1993 08 23 to 1994 04 22

Eleanor Gallagher (S), 1993 07 01 to 1993 11 26

Sherry Halla (E), 1993 09 07 to 1994 03 14

David Jeffrey (E), 1993 06 10 to 1993 08 31

Thomas Leavitt (S), 1993 09 01 to 1994 08 31

Angela Leone-Camilleri (E), 1993 07 19 to 1994 01 28

George Omorean (S), 1993 09 01 to 1994 01 28

Rose Orta (S), 1993 07 01 to 1994 01 14

Darlene Smith (E), 1993 07 01 to 1993 10 27

Lauren Tindall (E), 1993 09 01 to 1994 08 31

Robert Van Wyck (E), 1993 09 01 to 1994 08 31

Michael Wilmot (E), 1993 05 31 to 1993 12 31

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Joanne Castle (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 06 03 to 1993 12 17

Marjorie Hesk (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 09 06 to 1994 01 28



June Personnel and Organization  
Added Recommendations

1993 06 10

## ADDED RECOMMENDATIONS

### ELEMENTARY/SECONDARY

#### **2. PERMANENT STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Permanent Staff, effective 1993 09 01, with salary according to the salary schedule:

Tracy Allan (E)  
Maureen Ash (S)  
Natalie Bastow (E)  
Erin Birch-Jones (E)  
Lori Bourassa (S)  
Glen Brown (E)  
John Brown (E)  
Lesley Chiasson (E)  
Trevor Chiasson (E)  
William Constable (E)  
Rita Corsini (E)  
Mark Cuicani (E)  
Angela Cutulle (E)  
Sandra Davis (E)  
Nicolino DiLeo (S)  
Lisa Eagleton (E)  
Deborah Finn-Flaherty (E)  
Kathryne Foster (S)  
Sylvie Francis (E)  
Paul Giacomelli (E)  
Paul Girard (S)  
Edward Gondar (E)  
Laura Goodale (E)  
Kenneth Hammond (E)  
David Harper (E)  
Gary Hewitt (E)  
Lauren Howard (E)  
Stephen James (E)  
Patricia Jerome (E)  
Paul Kislinsky (S)  
Christine Ludkin (E)  
Dee Maharajh (E)  
Janice Maikawa (S)

Barbara Maniel (E)  
Joan Massey (S)  
Kathryn Maudsley (E)  
Robert Maudsley (E)  
Hermon Mayers (E)  
Patrick McKenna (E)  
Kathleen Moir (E)  
Allison Montgomery (E)  
Jeffrey Moore (S)  
Margaret-Mary Morris (E)  
Susan Morrone (E)  
Tara Opie (E)  
Michelle Paquette (E)  
Corrie Pidgeon (S)  
Richard Piet (S)  
Brian Playfair (E)  
Stephen Potter (S)  
Cherilyn Salciccioli (Section 27)  
Cynthia Schien (E)  
Jody Shaboluk (S)  
Elizabeth Sharples (E)  
Kenneth Smith (S)  
Mary Sobota (E)  
Sharon Stephanian (S)  
Jacqueline Trapp (E)  
Fiona Valiquette (E)  
John Weare (E)  
Lois Wichman (E)  
Kenneth Williams (E)  
Brenda Wood-Martin (E)  
Barbara Wynn-Jones (E)  
Radia Younes (S)



### **3. PROMOTIONS**

(a)

Diane Aitken (E), (Junior Middle School Consultant - Area 3), 1993 09 01 to 1994 08 31  
Janice Reese (S), (Acting Head of Department - Music), 1993 09 01 to 1994 08 31  
Michael Rehill (S), (Acting Head of Department - Music), 1993 09 01  
Linda Walker (S), (Early and Formative Years Consultant - Area 1), 1993 09 01 to 1994 08 31  
**(Replacements)**

(ii) That Barbara Jepson be appointed to the position of Acting Principal of an Elementary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**

(iii) That Margaret Bowman be appointed to the position of Acting Principal of a Secondary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**

(iv) That Kenneth Griffin be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1993 09 01, with salary according to the salary schedule. **(Replacement)**

### **4. INTERNAL APPOINTMENTS**

That clause (a) be removed.

### **5. TIMETABLE CHANGES**

(a)

John Brown (E), 1.0 to 5

### **7. LEAVING EMPLOYMENT**

(a) That the date for the following teacher to leave the employ of the Board be approved:

Brenda Little (E), 1993 08 31

(b) That the date for the following staff to leave the employ of the Board be approved:

Heather Hamilton, Second Secretary Elementary School (Grade 4, Clerical and Technical Staff),  
1993 06 01 (.5)

### **8. LEAVES**

#### **Leave of Absence**

(b)

Norma Rookwood, Secretary Elementary School (Clerical and Technical Staff), 1993 08 04 to  
1994 04 05

#### **Return from Leave of Absence**

(a)

Gisele Portelance (E), 1993 06 30

**9. OCCASIONAL STAFF APPOINTMENTS**

(a)

Blair Ferguson (E), 1993 04 27 to 1993 06 29

Brenda Southward (E), 1993 05 21 to 1993 06 29

**10. OTHERS**

(a) (ii) That the request of Hugh Fiddes to relinquish his position as Head of Department (Physical and Health Education), effective 1993 09 01, be approved.

(iii) That the request of Teresa Law to transfer from the Elementary Panel to the Secondary Panel, effective 1992 09 01, approved at a previous meeting, be rescinded.

**Exchanges**

(a) That the request of Alexandra Aziz (S) for an exchange with a teacher from Alberta, for the period 1993 09 01 to 1994 08 31, be approved, subject to the condition that a suitable teacher from Alberta can be arranged through the Ontario Foundation for Educator Exchange.





**Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Jane Aitken (E), 1993 09 01 to 1993 12 31  
 Douglas Burton (E), 1993 09 01 to 1994 08 31  
 Joyce Cooper (E), 1993 02 02 to 1993 06 30 (1.0)  
 Sandra Dunsdon (E), 1993 09 01  
 Geraldine Francis (E), 1993 09 01 to 1994 08 31  
 Victoria Goettler (E), 1993 09 01 to 1993 12 31  
 David Hamilton (E), 1993 09 01 to 1994 08 31  
 Sandra Holmes (S), 1993 09 01 to 1994 01 28  
 Robert Hutchison (E), 1993 09 01 to 1994 08 31  
 Ellen Knapp (E), 1993 09 01 to 1993 12 31  
 Jeannette Macynski (E), 1993 09 01 to 1994 08 31  
 Caroline McGinnis (E), 1993 09 01  
 Dale Obermeyer (E) 1993 09 01 to 1994 08 31  
 Sharon O'Halloran (E), 1993 09 01 to 1994 08 31  
 Wendy Wilson (E), 1993 09 01 to 1994 08 31

(b) That the request of Terri Whitworth (Educational Assistant, Educational and Lunchroom Assistant Staff) for an extension of a Leave of Absence, effective 1993 09 01 to 1993 01 31, be granted.

**Secondments**

(a) That the request of the Ministry of Agriculture and Food to second Bruce Quinn (E) for the position of Agriculture in the Classroom Consultant, effective 1993 09 01 to 1994 08 31, be approved.

**Return from Leave of Absence**

(a) (i) That the following teachers be returned from their Leave of Absence and assigned teaching duties, effective as shown:

Steve Barrs (S), 1993 09 01  
 Laura Cassano (E), 1993 05 03  
 Lynette Gossen (E), 1993 09 01  
 Sylvia Holinaty (S), 1993 09 01 (.5)  
 John Kirkland (S), 1993 09 01  
 Wendy Martin (E), 1993 09 01 (.3)  
 Maria Rikic-McCarthy (S), 1993 06 07  
 Alison Tweedy (E), 1993 09 01  
 Flora Tzaras (E), 1993 05 03  
 Mary Welsh (S), 1993 09 01 (.5)

(ii) That the Return from Leave of Absence, effective 1993 09 01, granted to Victoria Goettler at a previous meeting, be rescinded.

(b) That the following staff be returned from their Leave of Absence, effective as shown:

June Byrne (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 09 20  
 Tina Sturgess (Speech and Language Assistant, Educational and Lunchroom Assistant Staff), 1993 05 31



**Leave of Absence - Date Change**

(a) That the effective dates of the Leave of Absence granted to Christine Tate (E) at a previous meeting, be changed to 1993 04 30 to 1993 12 03.

**9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Derek Armstrong (E), 1993 04 19 to 1993 06 29 (.5)  
Christine Columbus (E), 1993 01 04 to 1993 03 10  
Gary Compton (S), 1993 04 14 to further notice  
Joseph DiDonato (S), 1993 05 23 to 1993 06 29  
Marty Everding (E), 1993 04 14 to 1993 05 05  
Robert Forshaw (S), 1994 04 13 to further notice  
Leigh-Anne Gower (E), 1993 03 10 to 1993 04 16 (1.0)  
1993 04 19 to 1993 05 14 (.5)  
Janette Heaven (E), 1993 05 17 to 1993 06 29  
Julie Horne (E), 1993 05 10 to further notice  
Denise Jalbert (S), 1993 04 08 to further notice  
Kathy Laurencik (E), 1993 05 10 to 1993 06 29  
Gregory Moore (E), 1993 04 19 to 1993 06 29  
Alison Sawatzky (E), 1993 04 13 to further notice  
Mary Vallance (E), 1993 04 30 to 1993 05 28

**10. OTHERS**

**Job Sharing**

(a) That the request of Sylvia Holinaty (S) and William Holinaty (S) to job share according to Article 6.78 of the O.S.S.T.F. Collective Agreement (Part-Time Teaching), effective 1993 09 01 to 1994 08 31, be granted.

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

kd

REQUEST FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the request of Carol Mulholland (E) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Collective Agreement, effective 1997 09 01 to 1998 06 30 (1997-98 School Year).





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URBAN MUNICIPAL  
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GOVERNMENT DOCUMENTS

## A G E N D A

### PERSONNEL & ORGANIZATION COMMITTEE

1993 09 09

Confirmation of the minutes of the regular meeting of 1993 06 10.

### GENERAL

#### BUSINESS ARISING OUT OF THE MINUTES:

1. Plant Department Restructure Plan (Replacement Needs Resulting from the Board's ERIP - Plant Department) **Pages 1 to 8**

#### NEW BUSINESS:

1. Recommendations of the Director of Education **Pages 9 to 10**
2. (a) Staffing Report **Page 11**  
(b) Report on Supply Teachers **Pages 12 to 13**  
(c) Casual Assistance Report:  
(i) 1993 Substitute Cleaner Usage **Page 14**  
(ii) 1993 Casual Budget and Expenditures **Page 15**
3. Performance Appraisals **Pages 16 to 27**
4. Attendance Management Policy **Pages 28 to 31**

### ELEMENTARY/SECONDARY

#### NEW BUSINESS:

1. Recommendations of the Director of Education **Pages 32 to 34**
2. Requests for "Four Over Five" Plan **Page 35**





1993 09 09

TO: The Chairman & Members  
Personnel & Organization Committee  
Board of Education  
Hamilton, Ontario

FROM: R. T. Orlando,  
Superintendent of Plant

RE: **Plant Department Restructure Plan**

### ***Background***

For the purpose of clarity, this report highlights two distinct operations within the Plant Department: Maintenance and Engineering Division and Caretaking Services Division.

The Early Retirement Incentive Plan (E.R.I.P.) offered in 1992 created vacancies in both the Maintenance and Caretaking Divisions. As the goal of E.R.I.P. is to reduce long term payroll costs, it was necessary to review the viability of the positions as vacancies occurred.

As a result of the need to implement changes coming out of the review of the Caretaking Workload Study by Daniels Associates Inc., and the Joint Committee on Contracting Out under the Collective Agreement, restructuring of the Maintenance and Caretaking Services Divisions will be a phased process over the next 12 months. This report represents the initial phase towards implementing changes in the supervisory structure and roles. Further recommendations will be submitted to the Board during the next year.

### **Maintenance & Engineering Division**

Two requests from Maintenance Shop Foremen were granted under the Early Retirement Incentive Plan.

### **Caretaking Services Division**

One request from a Supervisory Foreman was granted under the Early Retirement Incentive Plan. In addition, one temporary Supervisory Foreman assignment has been cancelled.

As well, our present way of doing business does not provide adequate opportunity for the Supervisory Foremen to perform supervisory tasks including: quality control, training and evaluation. Each Supervisory Foreman is responsible for approximately 140 staff in their assigned Area. Much reliance has been placed on elementary school Group Caretakers, whose union membership compromises their ability to effectively assume this role. As a result, the workload of Supervisory Foremen has dramatically increased in an effort to resolve work and management/union issues. It has been demonstrated that performance effectiveness is directly proportional to the degree of direct supervision.

The Workload Study for Caretaking Services by Daniels Associates Inc. (June 1993) reinforces this notion by stating: "The current supervision structure is insufficient and requires a complete overhaul. The supervisors currently do not have sufficient time to handle all of their duties which should include: staff training; quality control; ensuring equipment is in good repair, and that sufficient supplies are on hand; and handling of any staffing problems."



### **Issue**

To reorganize roles and responsibilities of management staff in the Plant Department with a focus on quality and cost control, training and evaluation.

### **Recommendations**

1. The following positions be eliminated retroactive to January 1, 1993:

Two Foremen (Maintenance)  
One Supervisory Foreman (Caretaking)

Plus: One Temporary Assignment assisting the Manager, Caretaking Services  
(See Appendix i re Proposed Reporting Structure of Plant Department)

2.
  - (a) The reorganized structure of the Maintenance & Engineering Division [including scope of work] commencing September 1993, be approved. (See Appendix ii)
  - (b) The reorganized structure of the Caretaking Services Division [including scope of work and timelines] commencing September 1993, be approved. (See Appendices iii a & b)

### **Rationale**

The purpose of the Plant Department is to maintain a clean, safe learning environment and be viewed as a cost efficient, innovative and reliable department within the Board of Education For the City of Hamilton.

 In the Maintenance Division, clear and direct reporting lines are delineated, and continuity of service to our system through reorganized task distribution is shown, in spite of the reduction in staff complement.

 In the Caretaking Services Division, we will provide a much more effective service through the implementation of a "grouping of schools" concept (see Appendix iii). In this design, each Site Leader (formerly Secondary School Foreman) will be assigned a number of elementary schools, and a home base secondary school. This new configuration brings with it increased responsibility for direct supervision of staff within the grouping. This includes on-site training, evaluation and development of caretakers and cleaners. This will put us well on our way toward an efficient workforce exhibiting a true pride of ownership in their buildings (increased job satisfaction).

Field Supervisors (previously Supervisory Foremen) will redirect their energies toward developing and implementing policies and plans re training, evaluation, absenteeism, discipline, budget forecasting/planning. As well, they will be working on the staffing implications of the Workload Study. This will expand their responsibility to:

- i) efficiently manage resources (people, dollars, time, equipment, materials)
- ii) take corrective action when required
- iii) establish realistic goals and priorities
- iv) maintain high level of productivity

- ☞ To comply with recommendations from Daniels Associates Inc. Workload Study (June 1993) which highlighted the need for a stronger supervisory program including increased supervision, quality control, and training.

☞ Financial Implications re Eliminated Positions:

1993 cost reductions including wages and benefits as a result of not replacing staff through the Early Retirement Incentive Plan and downsizing initiatives:

- |    |     |                                                                 |            |
|----|-----|-----------------------------------------------------------------|------------|
| 1. | (a) | Shop Foremen - Maintenance                                      |            |
|    |     | 2 FTE x \$ 60 000 =                                             | \$ 120 000 |
|    | (b) | Supervisory Foreman - Caretaking                                |            |
|    |     | 1 FTE x 1/2 x \$ 60 000 =                                       | 30 000     |
| 2. |     | Temporary Assignment assisting the Manager, Caretaking Services | 60 000     |
|    |     | Total savings for 1993 =                                        | \$ 210 000 |

|                                                     |
|-----------------------------------------------------|
| <b>Annual Savings through eliminated positions:</b> |
|-----------------------------------------------------|

|                   |
|-------------------|
| <b>\$ 240 000</b> |
|-------------------|



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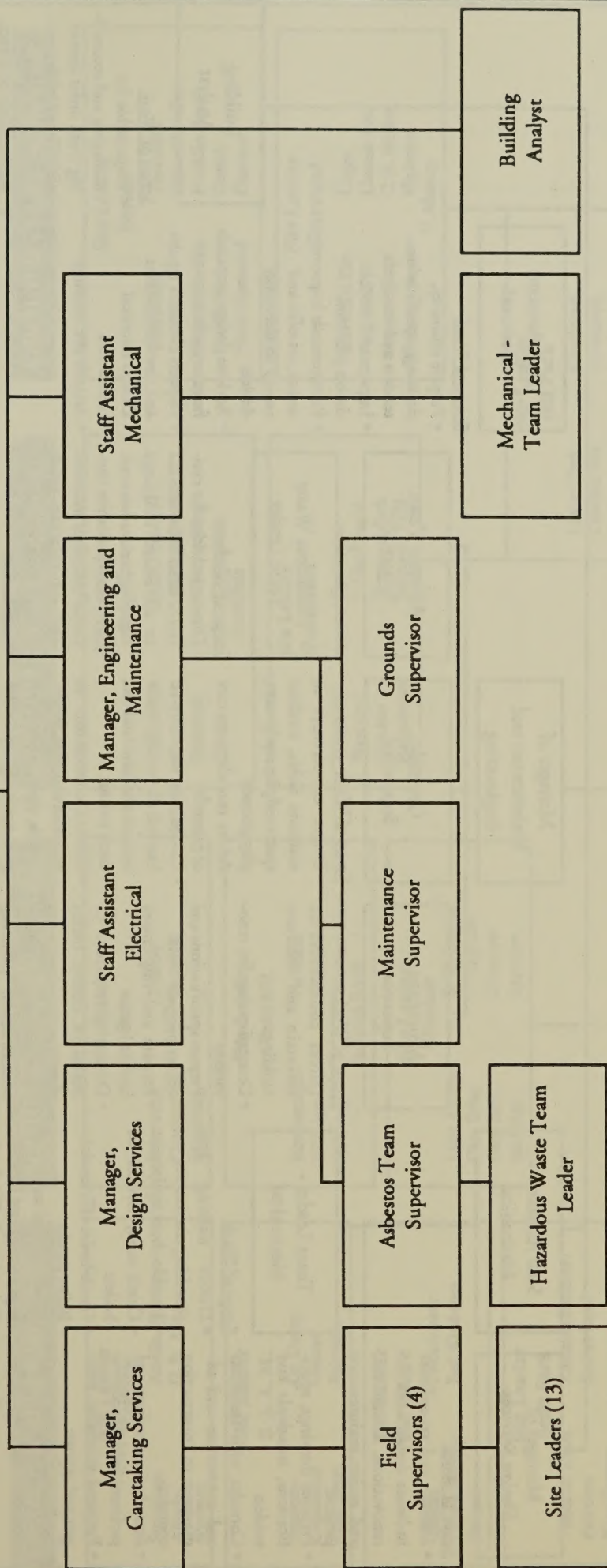
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# Proposed Reporting Structure of Plant Department

TOTAL COMPLEMENT  
= 623 APPROVED  
POSITIONS

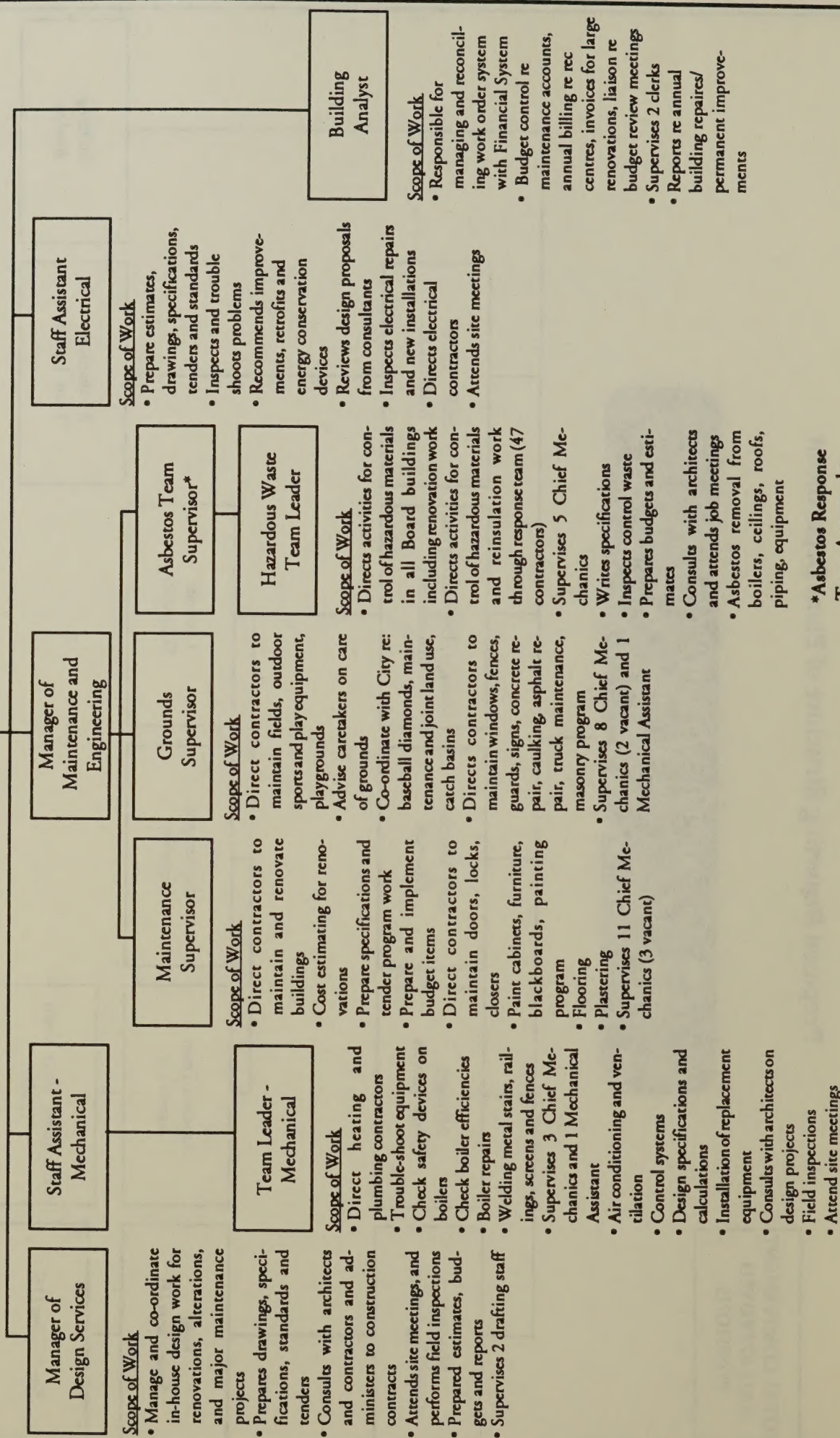
## SUPERINTENDENT OF PLANT





# Proposed Reporting Structure of Maintenance and Engineering Division

## SUPERINTENDENT OF PLANT



\*Asbestos Response Team Approved to June 1995



## Proposed Reporting Structure of Caretaking Services Division

See Reverse for  
Scope of WorkSUPERINTENDENT  
OF  
PLANTManager,  
Caretaking Services

## GROUP A - Field Supervisor

Site Leader  
WestdaleStrathcona  
Allenby  
Ryerson  
Ainslie Wood  
G. R. AllanSite Leader  
S. J. A. M.Bennetto  
Centennial  
Hess Street  
Dr. Davey  
Gibson  
FairviewSite Leader  
Ed. CentreCentral  
Queen Victoria  
Stinson  
Tweedsmuir  
Earl KitchenerSite Leader  
Scott ParkPrince of Wales  
Parkview  
King George  
Adelaide Hoodless  
Robert Land

## GROUP B - Field Supervisor

Site Leader  
DeltaBriarwood  
Cunningham  
Memorial  
Ballard  
RosedaleSite Leader  
ChurchillRoxborough  
Hilldale  
Hillcrest  
Parkdale  
Woodward  
Viscount Mont.  
Sir Isaac BrockSite Leader  
GlendaleLake Avenue  
Glen Echo  
Glen Brae  
Red Hill  
S. W. Laurier  
E. Bagshaw  
Glenview  
Eastview

## GROUP C - Field Supervisor

Site Leader  
S.A.M.Mountview  
Chebroke  
Holbrook  
Seneca  
R. A. Riddell  
Buchanan Park  
Gordon Price  
Queensdale  
BrandaleSite Leader  
WestmountWestwood  
Westview  
Caledon  
Ridgemount  
Ryckmans  
J. MacDonald  
Norwood Park  
Mohawk Trail

## GROUP D - Field Supervisor

Site Leader  
BartonVern Ames  
Lawfield  
Richard Beasley  
Burkholder  
Peace Memorial  
Thornbrae  
Helen Detwiler  
Franklin Road  
Comely  
OntonoraSite Leader  
SherwoodSherwood Hts.  
Fenwood  
Hampton Hts.  
Huntington  
Lisgar  
Lincoln Alex.  
C. B. Stirling  
Highview  
V. MasseySite Leader  
Hill ParkLinden Park  
Cardinal Hts.  
Pauline Johnson  
Eastmount Park  
Crestwood  
Armstrong  
Southview  
Ridge

## Notes:

1. Site Leaders will be assigned a 3:00 - 11:00 p.m. shift on a weekly rotating basis as required.
2. Site Leader shown with "home base" secondary school.
3. Implementation: October, 1993.

Site Leader  
VanierDalewood  
Fairfield  
Prince Philip  
Dundum  
Sanford  
Lloyd George  
Queen Mary



## SCOPE OF WORK

### *Field Supervisors*

- Quality Control Program - ie. setting standards and inspections
- Supervise Site Leaders
- Develop and/or implement: employee evaluation process, job descriptions, work schedules, workload, training and development, budget management, equipment purchase/maintenance plan, attendance management, discipline procedures, modified work (Accommodation, WCB)
- Union/Management Relations
- Grievance Investigation

### *Site Leaders*

- direct day-to-day supervision of caretaking and cleaning staff including on-site inspection, training, employee evaluation, and staffing
- budget planning, preparation and submission
- inventory control
- accident investigation and follow-up

|           |
|-----------|
| TIMELINES |
|-----------|

***The restructuring of the Plant - Caretaking Services Department is a phased process. The information below highlights major initiatives required to ensure successful implementation of this plan.***

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Implementation of new Reporting Structure and Roles <ul style="list-style-type: none"> <li>- initial training of new Site Leaders</li> </ul> </li> <li>2. Implementation of Performance Management Structure &amp; Practices <ul style="list-style-type: none"> <li>- development of job descriptions for caretakers/cleaners</li> <li>- on-going training re Boiler/Climate Control, Orientation, and minor plumbing and electrical repairs</li> <li>- Staff Evaluation system</li> <li>- proposed Attendance Management Program</li> <li>- Discipline Policy</li> </ul> </li> <li>3. Development of Plan in response to Workload Study</li> </ol> | <p>To September, 1994</p>  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|



REPORT

The purpose of this report is to provide a summary of the results of the study conducted by the research team. The study was designed to investigate the effects of the proposed intervention on the target population. The results of the study are presented in the following sections.

| Section         | Description                                                                                       |
|-----------------|---------------------------------------------------------------------------------------------------|
| 1. Introduction | This section provides an overview of the study and its objectives.                                |
| 2. Methodology  | This section describes the research design and the methods used to collect and analyze data.      |
| 3. Results      | This section presents the findings of the study, including the data and the statistical analysis. |
| 4. Discussion   | This section discusses the implications of the findings and the limitations of the study.         |
| 5. Conclusion   | This section summarizes the main findings and the conclusions drawn from the study.               |
| 6. References   | This section lists the references used in the study.                                              |
| 7. Appendix     | This section contains supplementary material, such as raw data and additional analyses.           |
| 8. Glossary     | This section defines the key terms and concepts used in the report.                               |

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 09 09

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENT** - Nil

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS** - Nil

7. **LEAVING EMPLOYMENT** - Nil

8. **LEAVES**

**Leave of Absence**

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Joyce Ferguson (Payroll Supervisor, Administrative Staff), 1993 08 09 to 1994 01 07

Catherine Paonessa (Clerk, Clerical and Technical Staff), 1993 09 13 to 1994 03 18

JoAnn Reitzel (Psycho-Educational Consultant, Area 3, Professional Student Services Personnel), 1993 09 01 to 1995 08 31

**Leave of Absence - Date Change**

(a) That the effective dates of the Leave of Absence granted to the following staff at a previous meeting be changed:

Melanie Mumby (Cleaner, Cleaning Staff), 1993 05 25 to 1993 11 26



**Return from Leave of Absence**

(a) That the following staff be returned from their Leave of Absence, effective as shown:

Karen Accardo (Secretary, Clerical and Technical Staff), 1993 08 30

Joanne Runco (Secretary, Clerical and Technical Staff), 1993 07 19

Ingrid Scott (Head Librarian, Dr. Harry Paikin Library), 1993 09 01

**9. OCCASIONAL STAFF APPOINTMENTS** - Nil

**10. OTHERS** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



IE 3

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON  
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

|                            | DECEMBER 31st ACTUAL |            |            |          |          |          |          |          |          |          | 1993 ACTUALS |          |          |          |          |     |     |     |          |  |  |  | 1993 BUDGET |  |
|----------------------------|----------------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|----------|----------|----------|-----|-----|-----|----------|--|--|--|-------------|--|
|                            | 1987                 | 1988       | 1989       | 1990     | 1991     | 1992     | JAN      | FEB      | MAR      | APR      | MAY          | JUNE     | JULY     | AUG      | SEPT     | OCT | NOV | DEC |          |  |  |  |             |  |
| Admin & Support Staff      | 432.24               | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66       | 452.66   | 454.66   | 454.66   | 454.66   |     |     |     | 451.76   |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Co-ordinators/Consultants  | 78.00                | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00        | 61.00    | 61.00    | 61.00    | 61.00    |     |     |     | 60.00    |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Teachers - Elementary      | 1,414.75             | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,659.10     | 1,659.10 | 1,659.10 | 1,659.10 | 1,659.10 |     |     |     | 1,640.60 |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Secondary - Composite      | 741.83               | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 861.33   | 858.67   | 858.67   | 858.67   | 858.67       | 858.67   | 858.67   | 858.67   | 858.67   |     |     |     | 838.33   |  |  |  |             |  |
| - Vocational               | 160.90               | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 100.67   | 101.33   | 101.33   | 101.33   | 101.33       | 101.33   | 101.33   | 101.33   | 101.33   |     |     |     | 90.67    |  |  |  |             |  |
| - Vanier                   | 31.50                | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    | 35.00    | 35.00    | 35.00    |     |     |     | 37.00    |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Elementary TR              | 29.00                | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    | 14.00    | 14.00    | 14.00    |     |     |     | 14.00    |  |  |  |             |  |
| Secondary TR               | 7.00                 | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    | 15.33    | 15.33    | 15.33    |     |     |     | 15.33    |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Lunchroom - Elementary     | 92.80                | 102.90     | 115.10     | 112.30   | 118.50   | 82.86    | 83.14    | 83.14    | 83.28    | 83.28    | 83.32        | 83.32    | 83.32    | 83.32    | 83.32    |     |     |     | 88.50    |  |  |  |             |  |
| - Secondary                | 7.30                 | 7.00       | 7.00       | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     | 7.36     | 7.36     | 7.36     |     |     |     | 7.36     |  |  |  |             |  |
| - Vocational               | 3.10                 | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 2.00     | 2.00     | 2.00     |     |     |     | 2.00     |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Bus Supervisors            | 13.90                | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    | 15.86    | 15.86    | 15.86    |     |     |     | 15.86    |  |  |  |             |  |
| Educational Assistants     | 155.00               | 173.00     | 217.50     | 221.50   | 223.50   | 250.50   | 250.50   | 250.50   | 227.00   | 227.00   | 227.50       | 227.50   | 227.50   | 227.50   | 227.50   |     |     |     | 217.00   |  |  |  |             |  |
| Lunchroom Assistants       | 5.71                 | 6.00       | 6.43       | 6.56     | 6.56     | 7.12     | 7.12     | 7.12     | 4.12     | 4.12     | 4.12         | 4.12     | 4.12     | 4.12     | 4.12     |     |     |     | 7.12     |  |  |  |             |  |
| Ctrks/Maint/Whs/Asbestos   | 210.00               | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00       | 213.00   | 213.00   | 213.00   | 213.00   |     |     |     | 213.00   |  |  |  |             |  |
| Cleaners/Cooks             | 333.00               | 340.00     | 347.00     | 351.00   | 360.00   | 347.00   | 331.00   | 331.00   | 331.00   | 326.00   | 326.00       | 323.00   | 319.00   | 319.00   | 319.00   |     |     |     | 336.00   |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Staff On Loan - Teachers   | 34.25                | 34.92      | 33.92      | 41.25    | 41.75    | 41.05    | 41.55    | 40.55    | 40.55    | 40.55    | 40.55        | 40.55    | 40.55    | 40.55    | 40.55    |     |     |     | 40.55    |  |  |  |             |  |
| - Consultants              |                      | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| - Clerical                 |                      |            |            | 0.50     |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Full Time Equiv. Positions | 3,750.28             | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76 | 4,115.76 | 4,116.80     | 4,113.80 | 4,111.80 | 4,111.80 | 4,111.80 |     |     |     | 4,075.08 |  |  |  |             |  |
| Number Of Employees        |                      |            |            | 4,805    | 4,861    | 4,829    | 4,816    | 4,813    | 4,778    | 4,773    | 4,774        | 4,771    | 4,769    | 4,769    | 4,769    |     |     |     | 4,735    |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Lunchroom Enrolment        | 13,000 est           | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,432   | 17,491   | 17,491   | 17,491   | 17,491   | 17,516       | 17,516   |          |          |          |     |     |     | 17,816   |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |              |          |          |          |          |     |     |     |          |  |  |  |             |  |
| Enrolment - Elementary     | * 24,741             | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,282   | 26,264   | 26,146   | 26,144   | 26,100       | 26,073   |          |          |          |     |     |     | **26,708 |  |  |  |             |  |
| - Sec Composite            | *12,171              | *12,213    | *12,354    | *12,707  | *12,328  | *13,001  | 12,300   | 12,227   | 11,874   | 11,627   | 11,405       | 11,258   |          |          |          |     |     |     | **12,853 |  |  |  |             |  |
| - Sec Vocational           | * 1,698              | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 973      | 940      | 880      | 838      | 802          | 798      |          |          |          |     |     |     | **962    |  |  |  |             |  |
| - Sec Vanier               | * 400                | * 407      | * 400      | * 399    | * 382    | * 465    | 442      | 448      | 443      | 433      | 430          | 430      |          |          |          |     |     |     | **470    |  |  |  |             |  |
| - T. R.                    | * 243                | * 210      | * 193      | * 178    | * 160    | * 167    | 159      | 158      | 164      | 160      | 165          | 165      |          |          |          |     |     |     | **159    |  |  |  |             |  |
| - TOTAL                    | * 39,253             | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,156   | 40,037   | 39,507   | 39,202   | 38,902       | 38,724   |          |          |          |     |     |     | **41,152 |  |  |  |             |  |

\*September 30th Enrolments

\*\*September 30th Enrolment Estimates

Prepared by Human Resources September 9, 1993







# REPORT OF SUPPLY TEACHER MESSAGE - TOTAL TO JUNE 30, 1993

## SECONDARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    | 2.5               | 4.5                | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            | 27.0                         | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    | 2.5               | 4.5                | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            | 34.0                         | 393.0                     | 20.5                            | 3.0                                    | 10.0                                                    | 1.0               | 1.0                | 50.0  | 477.5           | 367.5           | 37,771     | 54,476               | 92,247        |
| APRIL      | 19            | 52.0                         | 389.5                     | 29.5                            | 21.0                                   | 24.0                                                    | 1.0               | 3.5                | 27.0  | 495.5           | 368.0           | 49,361     | 38,627               | 87,988        |
| MAY        | 20            | 145.0                        | 313.0                     | 77.5                            | 19.0                                   | 25.0                                                    | 3.0               | 10.5               | 31.0  | 479.0           | 559.5           | 57,107     | 94,586               | 151,693       |
| JUNE       | 18            | 183.0                        | 258.0                     | 9.0                             |                                        | 12.5                                                    | 0.5               | 1.0                | 22.5  | 303.5           | 257.0           | 20,481     | 77,607               | 98,088        |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 457.0                        | 1861.5                    | 156.0                           | 54.5                                   | 100.5                                                   | 7.0               | 20.5               | 271.5 | 2471.5          | 2367.5          | 275,050    | 299,505              | 574,555       |
| % Of Total |               |                              | 75.3                      | 6.3                             | 2.2                                    | 4.1                                                     | 0.3               | 0.8                | 11.0  |                 |                 |            |                      |               |

## ELEMENTARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            | 38.0                         | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            | 14.0                         | 1119.5                    | 6.5                             | 9.0                                    | 33.5                                                    | 64.0              | 5.0                | 41.5  | 1279.0          | 1201.5          | 113,202    | 118,687              | 231,889       |
| APRIL      | 20            | 51.0                         | 1371.5                    | 11.0                            | 34.0                                   | 74.0                                                    | 107.5             | 13.0               | 88.5  | 1699.5          | 1453.0          | 191,609    | 69,531               | 261,140       |
| MAY        | 19            | 103.0                        | 1214.0                    | 19.5                            | 20.0                                   | 49.5                                                    | 55.5              | 36.5               | 50.0  | 1445.0          | 1461.5          | 142,956    | 65,978               | 208,934       |
| JUNE       | 20            | 347.5                        | 1235.5                    | 39.0                            | 7.5                                    | 32.0                                                    | 52.0              | 9.0                | 39.0  | 1414.0          | 924.0           | 147,473    | 103,596              | 251,069       |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 578.0                        | 7890.0                    | 107.5                           | 98.0                                   | 256.0                                                   | 397.5             | 74.0               | 333.5 | 9156.5          | 8221.0          | 992,798    | 531,755              | 1,524,553     |
| % Of Total |               |                              | 86.2                      | 1.2                             | 1.1                                    | 2.8                                                     | 4.3               | 0.8                | 3.6   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO JUNE 30, 1993

| SECONDARY & ELEMENTARY |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
|------------------------|----------------------------------------|---------------------------------|------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------|-------------------------|----------------------------|-------|--------------------|--------------------|---------------|-------------------------|------------------|-----------------|
| MONTH                  | Personal<br>Leave<br>Days/<br>Contract | Personal<br>Reasons<br>/Illness | Field<br>Work<br>/Co-Instr<br>Activities | Conf.<br>/Seminar<br>/Meeting<br>Outside<br>System | Planning<br>/Curriculum<br>/In-Service<br>/Meeting<br>Inside<br>System | In<br>School<br>Meeting | Feder-<br>ation<br>Matters | Other | 1993<br>Total Days | 1992<br>Total Days | \$<br>Expense | Long Term<br>Occasional | Total<br>Expense | 1993<br>% Spent |
| JANUARY                | 40.5                                   | 1704.5                          | 37.0                                     | 16.0                                               | 50.0                                                                   | 54.5                    | 3.0                        | 82.0  | 1947.0             | 1825.0             | 259,420       | 65,805                  | 325,225          |                 |
| FEBRUARY               | 65.0                                   | 1753.0                          | 14.0                                     | 23.0                                               | 46.0                                                                   | 66.5                    | 12.0                       | 173.5 | 2088.0             | 2171.5             | 248,468       | 142,367                 | 390,835          |                 |
| MARCH                  | 48.0                                   | 1512.5                          | 27.0                                     | 12.0                                               | 43.5                                                                   | 64.0                    | 6.0                        | 91.5  | 1756.5             | 1569.0             | 150,973       | 173,163                 | 324,136          |                 |
| APRIL                  | 103.0                                  | 1761.0                          | 40.5                                     | 55.0                                               | 98.0                                                                   | 108.5                   | 16.5                       | 115.5 | 2195.0             | 1821.0             | 240,970       | 108,158                 | 349,128          |                 |
| MAY                    | 248.0                                  | 1527.0                          | 97.0                                     | 39.0                                               | 74.5                                                                   | 58.5                    | 47.0                       | 81.0  | 1924.0             | 2021.0             | 200,063       | 160,564                 | 360,627          |                 |
| JUNE                   | 530.5                                  | 1493.5                          | 48.0                                     | 7.5                                                | 44.5                                                                   | 52.5                    | 10.0                       | 61.5  | 1717.5             | 1181.0             | 167,954       | 181,203                 | 349,157          |                 |
| JULY                   |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| AUGUST                 |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| SEPTEMBER              |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| OCTOBER                |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| NOVEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| DECEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| TOTALS                 | 1035.0                                 | 9751.5                          | 263.5                                    | 152.5                                              | 356.5                                                                  | 404.5                   | 94.5                       | 605.0 | 11628.0            | 10588.5            | 1,267,848     | 831,260                 | 2,099,108        | 73.3            |
| % Of Total             |                                        | 83.9                            | 2.3                                      | 1.3                                                | 3.1                                                                    | 3.5                     | 0.8                        | 5.2   |                    |                    |               |                         |                  |                 |

1993 BUDGET  
\$2,865,000



## REPORT OF SUBSTITUTE CLEANER USAGE - 1993

| MONTH    | Working Days | Personal Reasons /Illness | Workers' Comp. | Extra Workload | Leaves, Vacancies *perm pay | Total Days | Casual \$ Expense |
|----------|--------------|---------------------------|----------------|----------------|-----------------------------|------------|-------------------|
| FEBRUARY | 20           | 491                       | 323            | 66             | 367                         | 1247       | 54,440            |
| MARCH    | 23           | 625                       | 389            | 69             | 455                         | 1538       | 67,544            |
| APRIL    | 20           | 525                       | 411            | 61             | 253                         | 1250       | 58,794            |
| MAY      | 20           | 411                       | 412            | 55             | 281                         | 1159       | 49,104            |
| JUNE     | 22           | 481                       | 470            | 48             | 313                         | 1312       | 55,792            |
| JULY     | 21           | 643                       | 544            | 68             | 396                         | 1651       | 85,278            |
| TOTALS   |              | 3,176                     | 2,549          | 367            | 2,065                       | 8,157      | \$370,952         |

\*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources  
September 9, 1993



| Summary of Financial Data |        |       |      |
|---------------------------|--------|-------|------|
| Category                  | Item   | Value | Unit |
| Revenue                   | Item 1 | 100   | USD  |
|                           | Item 2 | 200   | USD  |
|                           | Item 3 | 300   | USD  |
|                           | Item 4 | 400   | USD  |
| Expenses                  | Item 1 | 50    | USD  |
|                           | Item 2 | 100   | USD  |
|                           | Item 3 | 150   | USD  |
|                           | Item 4 | 200   | USD  |
| Total Revenue             |        | 1000  | USD  |
| Total Expenses            |        | 500   | USD  |
| Net Profit                |        | 500   | USD  |

Financial Statement for the Year 2023

Prepared by: [Name]  
Date: [Date]

**1993 CASUAL BUDGET AND EXPENDITURES**

|                                          | 1993 BUDGET      | EXPENDITURES<br>AS OF AUG 15/93 | EXPLANATION                                                                                                     |
|------------------------------------------|------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Central Depts. &amp; Area Offices</b> |                  |                                 |                                                                                                                 |
| - Admin. Services                        | 7,400            | 10,040                          | Replacement for illness in Mailroom. Early morning assistance - calling supply tchrs, clerical, E.A.'s          |
| - Computer Services                      | 67,750           | 59,155                          | IIS Project Assistance in Computer Services, Finance and HRD                                                    |
| - Director's Office                      | 4,700            | 905                             | Public Relations - replacement coverage                                                                         |
| - Ed Centre (General)                    | 2,000            |                                 |                                                                                                                 |
| - Finance                                | 36,000           | 7,042                           | Payroll, Budget, Purchasing Depts - illness replacement coverage                                                |
| - Human Resources                        | 22,100           | 22,245                          | Job Descriptions, seniority lists, affirm. action, illness replacement coverage                                 |
| - Program Departments                    | 222,160          | 171,251                         | Psych Testing, Klt Services, Christie Conserv. IPRC clerical assistance, Software Technicians (*see note below) |
|                                          |                  |                                 | Accommodation assistance, Math co-op, Curriculum Clerical assistance, Palkin Library students                   |
| - Area 1 Office                          | 13,000           | 17,486                          | Long term illness coverage                                                                                      |
| - Area 2 Office                          | 5,000            | 3,126                           | Extra Assistance                                                                                                |
| - Area 3 Office                          | 1,000            | 1,517                           | Extra Assistance                                                                                                |
| - Area 4 Office                          | 5,000            | 3,127                           | Extra Assistance                                                                                                |
| - Area 5 Office                          | 1,600            | 682                             | Extra Assistance                                                                                                |
| <b>School Services</b>                   |                  |                                 |                                                                                                                 |
| - Student Assistance                     | 70,000           | 36,285                          | Textbook and Library Student Assistance                                                                         |
| - Elementary School Clerical             | 86,000           | 43,933                          | Replacement for illness and extra assistance                                                                    |
| - Secondary School Clerical              | 46,000           | 27,343                          | Replacement for illness and extra assistance                                                                    |
| - Equipment Repair                       | 22,000           | 9,799                           | Co-op Students                                                                                                  |
| <b>Regular Day School</b>                |                  |                                 |                                                                                                                 |
| - Student Assistance                     | 26,000           | 15,772                          | Science Labs and Tech Shops Student Assistance                                                                  |
| <b>Plant Operation</b>                   | 37,000           | 14                              | Extra assistance                                                                                                |
| <b>Plant Maintenance</b>                 | 30,500           | 12,428                          | Maintenance Shop - summer students. Warehouse help.                                                             |
| <b>Other Operating</b>                   | 7,600            | 4,600                           | Community School Clerks                                                                                         |
| <b>GRAND TOTAL</b>                       | <b>\$712,810</b> | <b>\$446,750</b>                |                                                                                                                 |

\*Software Tech. - cost will be offset by perm payroll savings

Prepared by Human Resources  
Date: September 9, 1993



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September 9, 1993

**MEMO TO:** CHAIRMAN AND MEMBERS  
PERSONNEL & ORGANIZATION COMMITTEE

**FROM:** D. W. GOODRIDGE  
DIRECTOR OF EDUCATION AND SECRETARY

**RE:** PERFORMANCE APPRAISALS

**REPORT CLASSIFICATION:** DECISION

**BACKGROUND:**

It is imperative that a performance appraisal process exist for the Director and all Supervisory Officers.

This package is shared with Trustees for the purpose of sharing a model that could be used and to clearly demonstrate to the system that supervision and evaluation is valued.

The model is based on the concepts of shared accountability, the need for feedback and the pursuit of personal growth and development.

As life-long learners, it is essential that all Supervisory Officers reflect on their performance as it relates to their portfolio and as it relates to the health and growth of the system.

Appendix "A" is the Performance Appraisal of the Director of Education.

Appendix "B" is the Performance Appraisal of Superintendents.

Also included is Appendix "C" - The Supervisory Officer In Ontario.

**ISSUE:**

To determine the process to be used to evaluate the Director and the Superintendents.

**RECOMMENDATIONS:**

1. That the report on Performance Appraisals be received.
2. That Appendix "A", Performance Appraisal of the Director of Education, be used as the process to evaluate the Director.
3. That Appendix "B", Performance Appraisal of Superintendents, be used as the process to evaluate Superintendents.



- 2 -

**RATIONALE:**

Accountability is a given. Every individual in the system has the responsibility to perform to the best of their ability. Every individual has the right to receive feedback on their performance. Every supervisor has the responsibility to provide leadership in the area of supervision and evaluation.

As the system embarks on a review of present practice and the possible development and implementation of new practices, it is essential that performance appraisals begin at "the top".

/ls

## PERFORMANCE APPRAISAL OF THE DIRECTOR OF EDUCATION

Performance appraisal is a system that allows the Director of Education to evaluate the performance of the Director of Education. The system is designed to provide a fair and equitable evaluation of the Director's performance and to provide a basis for the Director's development and growth.

### 1. Purpose of the Performance Appraisal of the Director

- 1.1 To provide a system by which the Director of Education is held accountable for the effective leadership of the Hamilton Board of Education.

### THE BOARD OF EDUCATION

- 1.2 To identify areas of personal and professional growth for the Director.

### FOR THE CITY OF HAMILTON

- 1.3 To foster a spirit of co-operation between the Board and the administrative leadership team.

'A'

### 2. Procedures for Performance Appraisal

- 2.1 The performance appraisal will be conducted by the Board of the Director of Education. The Board will be responsible for all

### PERFORMANCE APPRAISAL OF THE DIRECTOR OF EDUCATION

- 2.2 Appraisal of the Director is provided in a formal written format that allows all Directors to participate. Consideration of the results of the survey will be a primary statement prepared by the Committee and presented to the Director by the Board Chairman at a time set out for discussion within the appraisal cycle.

- 2.3 The performance appraisal instrument will focus on the Director's approved objectives for the current school year. These objectives are linked to the Board's annual strategic plan.



1/18/78

Enclosed for the City of Washington are two copies of a report on the results of the study conducted by the Department of the Interior, Bureau of Land Management, in cooperation with the National Aeronautics and Space Administration, regarding the use of aerial photography in the identification of land use and cover.

The report, titled "Aerial Photography in the Identification of Land Use and Cover," was prepared by the Bureau of Land Management, and is being submitted to you for your information and for the City of Washington's review.

THE BUREAU OF LAND MANAGEMENT  
U.S. DEPARTMENT OF THE INTERIOR

A

DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT

## **PERFORMANCE APPRAISAL OF THE DIRECTOR OF EDUCATION**

Performance Appraisal is a system that relies heavily on open communication in a co-operative undertaking that emphasizes the stated goals of the organization and is built on stated long and short-term directions of the organization.

### **1. Purposes of the Performance Appraisal of the Director**

- 1.1 To provide a method by which the Director of Education is held accountable for the effective leadership of the Hamilton Board of Education.
- 1.2 To identify for the Director, areas of strengths in the Director's performance and in the Board's operation.
- 1.3 To identify areas of personal and professional growth for the Director.
- 1.4 To foster a spirit of trust and co-operation between the Board and the administrative leadership team.

### **2. Procedures for Performance Appraisal**

- 2.1 The performance appraisal process is centred in the hands of the Chairman's Committee but provides for input by all Trustees of the Board.
- 2.2 Assessment of the Director is provided in a fixed survey format that allows all Trustees to participate. Communication of the results of this survey would be in a composite statement prepared by the Committee and presented to the Director by the Board Chairman at a time set out for discussion within the appraisal cycle.
- 2.3 The performance appraisal instrument will focus on the Director's approved objectives for the current school year. These objectives are linked to the Board's annual priorities/objectives.



### 3. Appraisal Cycle

- August • presentation of Director's objectives for Board approval
- September - • development of performance appraisal instrument  
December committee
- January • interim verbal report on Board objectives by C.E.O.
- April • completion of survey/questionnaire by Trustees
- May • preparation of report by Chairman's Committee  
• meeting between Board Chairman and Director  
• presentation of report to Board in Caucus  
• review of current Board priorities and development of Board objectives for next year
- June-July • performance appraisal of Superintendents completed by Director

**THE BOARD OF EDUCATION  
FOR THE CITY OF HAMILTON**

**'B'**

**PERFORMANCE APPRAISAL  
OF SUPERINTENDENTS**



1. Introduction

The purpose of this study is to investigate the effects of various factors on the performance of the system.

The study is organized as follows: Section 2 describes the system architecture, Section 3 discusses the experimental setup, and Section 4 presents the results.

Section 5 concludes the study and discusses the implications of the findings.

The results of the study show that the system performs well under various conditions.

The study also identifies several areas for future research and improvement.

The authors would like to thank the following people for their assistance:

John Doe, Jane Smith, and Bob Johnson.

This work was supported by the National Science Foundation under grant number 1234567.

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REFERENCES

1. Smith, J. (2010). The effects of system architecture on performance.

## **PERFORMANCE APPRAISAL OF THE SUPERINTENDENTS**

A Superintendent's effectiveness in the performance of his/her responsibilities will be reflected in the results achieved on objectives described in a task-setting process. In this process, each Superintendent will meet with the Director to plan mutually-agreed upon tasks and to state the manner in which achievement will be measured.

A co-operative interview process is used to conduct the performance appraisal. The Superintendent takes the major responsibility for establishing measurable performance tasks while the Director is responsible for the appraisal of progress towards the successful completion of these tasks. The process will help the Superintendent set and achieve desirable performance standards for his/her role within the overall organizational goals of the Board.

While the performance appraisal must be task/result oriented, the interpersonal effectiveness and the personal growth of the individual is considered vital to the ongoing support of the Board's goals and objectives.

### **1. Purpose of the Performance Appraisal of Superintendents**

- 1.1 To clarify and agree on the tasks of the individual Superintendent.
- 1.2 To identify and prioritize performance outcomes.
- 1.3 To foster personal and professional growth of each individual by providing ongoing feedback to individual Superintendents.
- 1.4 To ensure that the Senior Administration functions as a cohesive team.

### **2. Appraisal Cycle**

- |             |   |                                                 |
|-------------|---|-------------------------------------------------|
| August -    | • | Superintendents establish individual priorities |
| September   | • | tasks shared with Director                      |
|             |   | (Part I - Tasks)                                |
| September - | • | implementation of tasks                         |
| April       |   |                                                 |
| April - May | • | initial evaluation                              |
|             |   | (Part II - Self Appraisal)                      |



- individual meetings between Superintendents and Director

- June-July
- performance appraisal completed (Part III - Summary)
  - report shared with each Superintendent

3. Responsibility

Performance appraisal of the Superintendents is the responsibility of the Director.

**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON**  
**SUPERINTENDENT - PERFORMANCE APPRAISAL**

**PART I - TASK**

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

PRIORITY RANK: \_\_\_\_\_

YEAR: From \_\_\_\_\_ To \_\_\_\_\_

TASK: \_\_\_\_\_

SUPERINTENDENT'S RESPONSIBILITY:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DIRECTOR'S ROLE:  
\_\_\_\_\_  
\_\_\_\_\_

TIMELINE:  
\_\_\_\_\_  
\_\_\_\_\_

PERFORMANCE MEASURE:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Superintendent's Signature

\_\_\_\_\_  
Director's Signature

Date: \_\_\_\_\_



**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON**

**SUPERINTENDENT - PERFORMANCE APPRAISAL**

**PART II - SELF APPRAISAL**

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

PRIORITY RANK: \_\_\_\_\_

TASK: \_\_\_\_\_

SUPERINTENDENT'S ASSESSMENT:

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FUTURE ACTION(S):

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\_\_\_\_\_  
Superintendent's Signature

\_\_\_\_\_  
Director's Signature

Date: \_\_\_\_\_

**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON**  
**SUPERINTENDENT - PERFORMANCE APPRAISAL**

**PART III - SUMMARY REPORT**

NAME: \_\_\_\_\_

POSITION: \_\_\_\_\_

DATE: \_\_\_\_\_

**INTRODUCTION:**

This Summary Report relates to an appraisal of the specific yearly priorities as established by the Superintendent in co-operation with the Director of Education. The following were used to help develop Part III of this process.

|                      |                                                                                                    |
|----------------------|----------------------------------------------------------------------------------------------------|
| Task Sheets (Part I) | • prepared by the Superintendent outlining each priority and shared with the Director in September |
|----------------------|----------------------------------------------------------------------------------------------------|

|                          |                                                                 |
|--------------------------|-----------------------------------------------------------------|
| Self Appraisal (Part II) | • shared both orally and in writing with the Director in Spring |
|--------------------------|-----------------------------------------------------------------|

|                                |                                                                              |
|--------------------------------|------------------------------------------------------------------------------|
| Meetings (formal and informal) | • to discuss the implementation of specific priorities on a continuing basis |
|--------------------------------|------------------------------------------------------------------------------|

|                 |                                  |
|-----------------|----------------------------------|
| System Feedback | • both solicited and unsolicited |
|-----------------|----------------------------------|

|                       |                                            |
|-----------------------|--------------------------------------------|
| Personal Observations | • on the part of the Director of Education |
|-----------------------|--------------------------------------------|

**DIRECTOR'S OBSERVATIONS:**

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DIRECTOR'S CONCLUSIONS/RECOMMENDATION:

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SUMMARY STATEMENT:

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\_\_\_\_\_  
Superintendent's Signature

\_\_\_\_\_  
Director's Signature

Date: \_\_\_\_\_

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Superintendent's Comments (Optional)

09 09 1993

TO: The Chairman & Members  
Personnel & Organization Committee  
Board of Education  
Hamilton, Ontario

FROM: D. B. Sinclair,  
Superintendent of Human Resources

RE: **ATTENDANCE MANAGEMENT POLICY**

### **BACKGROUND**

Each employee is entitled to 20 to 26 accumulated sick days per year. When illness occurs, 100% of salary is paid and the sick day(s) deducted from the employee's sick leave account. This plan is generous as compared to other organizations and institutions. At best, it blends gratuity upon retirement and full pay for short and long term sick leave. At worst, it promotes an expectation of entitlement to time away from work (in addition to annual vacation allotments).

Attendance Management Guidelines need to be developed in response to concerns about employee absence. They are an essential aspect of a comprehensive Human Resources management Plan. The guidelines should be designed to be implemented in a fair and consistent manner to all staff.

The Guidelines will be designed to:

- (i) encourage employees to attend work on a regular basis over an extended period of time
- (ii) recognize and reward those employees who continue to maintain exemplary attendance records
- (iii) promote a positive attitude toward work by supporting employees' efforts to improve attendance.

### **ISSUES**

The economic realities of the nineties create a challenge to the Board of Education for the City of Hamilton in terms of finances, resources and increased accountability to the taxpayers. The issue of employee absenteeism surfaces as a result of its high cost to the Board (see Appendices 1 and 2). With our liberal sick leave plan and no clear expectations, we send a message to staff that attendance is not important. It is clear that action is required to:

1. outline expectations regarding employee attendance at work;
2. address HOW management is to work with staff in the area of absenteeism;
3. ensure accountability at all levels for appropriate attendance practices.

Research indicates: (a) organizations offering paid sick leave suffer two times the rate of absenteeism; and (b) workers who have a high degree of job satisfaction and a sense of control over their work are less likely to be absent.



## RECOMMENDATIONS

1. The Board adopt the following policy statement:

That Attendance Management be considered a commitment of the Board of Education for the City of Hamilton. Although Superintendents will retain final accountability, management of employee attendance should be the responsibility of Principals and Managers. That appropriate in-service and training be provided for all staff as part of the implementation of this policy.

2. That the Human Resources Department:
  - a) develop Attendance Management Guidelines to implement the policy
  - b) review, in consultation with employee groups, the current provisions and administrative practices governing the Board's Sick Leave Plans
  - c) examine the feasibility of utilizing an automated replacement service
  - d) report to December 1993 Personnel and Organization Committee on the above matters.

## RATIONALE

The purpose of the Attendance Management Policy is:

- \* to promote optimum performance resulting in commitment to work, to fellow employees and to the organization. Consistent and equitable practices produce a positive work environment.
- \* to reduce the impact and cost of absenteeism to the Board. ***The goal is to help employees achieve acceptable attendance records. Every effort will be made to encourage, support and assist employees in improving attendance.*** By blending correction and prevention strategies, we expect to increase morale and productivity, and reduce the cost to the Board.
- \* to provide direction and support to the Principals/Managers responsible for dealing with attendance issues.



## APPENDIX 1

|                                      |
|--------------------------------------|
| <b>ABSENTEEISM BY EMPLOYEE GROUP</b> |
|--------------------------------------|

| Employee Group                                    | Number of Employees in Group | Average Daily Rate of Pay | Average Number of Days Absent | Dollar Value of Lost Time              |
|---------------------------------------------------|------------------------------|---------------------------|-------------------------------|----------------------------------------|
| Admin. Secretarial Support Staff (annualized)     | 341                          | 137.3                     | 5.58                          | \$260,928.00                           |
| Secondary School Office Staff (annualized)        | 72                           | 119.98                    | 10.67                         | \$92,173.00                            |
| Cleaners, Maintenance and Caretakers (annualized) | 654                          | 88.08                     | 19.21 to 20.50                | \$1,106,578.00<br>to<br>\$1,180,888.00 |
| Elementary Teachers (10 Month)                    | 1655                         | 281.95                    | 8.28                          | \$3,863,673.00                         |
| Secondary Teachers (10 month)                     | 997                          | 297.03                    | 5.09                          | \$1,507,347.00                         |
|                                                   |                              |                           | TOTAL                         | \$6,830,699.00<br>to<br>\$6,905,009.00 |

The allocation in the 1993 budget for replacement cost is estimated at \$4 million.

Dollar value of lost time is determined by multiplying the number of employees X average daily rate X average days absent.

According to Stats Canada, the average Canadian employee misses 6.7 days of work annually due to illness or disability.

The majority of the absence figures are based on 92-93 statistics.

Days absent are those paid days off work charged to sick leave accounts.



## APPENDIX 2

### DEFINITIONS

**ABSENTEEISM** The act "willful or not" of being absent from ones' job. Three forms of absenteeism are:

1. *Illness*
2. *Approved*
3. *Absent without Permission*

***Illness*** Absences related to illness include:

|                       |                                     |
|-----------------------|-------------------------------------|
| Short-term sick leave | <b><i>Subject to Attendance</i></b> |
| Long -term sick leave | <b><i>Management Guidelines</i></b> |

***Approved***

There are some absences to which the employee is entitled to by law or under the terms of the collective agreement. These absences include:

Vacations, Holidays  
 Compassionate Leave  
 Dr.'s appointment (with limitations)  
 Modified Work/Rehabilitation/Accommodation  
 Witness/Jury Duty  
 Absent with Permission  
 Maternal/Parental Leave  
 Suspension  
 Approved Union Business  
 Legal Strike  
 Temporary Lay-Off  
 Workers' Compensation

***Absent Without Permission***

Those employees who fail to contact the appropriate supervisor are absent without permission and ***subject to disciplinary action.***

Statistics on days absent in this report reflect paid time off work where the absence has been charged to sick leave.



Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 09 09

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

# **ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

## **1. PROBATIONARY STAFF APPOINTMENTS** - Nil

## **2. PERMANENT STAFF APPOINTMENTS**

### **Confirmations**

(a) That the following teachers be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Joseph Bjegovich (Elementary Principal), 1993 09 01  
Wolfgang Boggs (Head of Department - Technical), 1993 09 01  
Douglas Booth (Elementary Principal), 1993 09 01  
Irene Breichmanas (Assistant Head of Department - Science), 1993 02 01  
Eto Corcione (Elementary Vice-Principal), 1993 09 01  
Nora Crawford (Head of Department - History), 1993 09 01  
Thomas Dexter (Elementary Vice-Principal), 1993 09 01  
Errol Ellis (Head of Department - Vocational), 1993 09 01  
Jane Evans (Elementary Principal), 1993 09 01  
William Ferris (Secondary Vice-Principal), 1993 09 01  
Judith Hopkins (Assistant Head of Department - Academic)  
Barbara Jepson (Elementary Vice-Principal), 1993 09 01  
Anne Klaus (Assistant Head of Department - French Immersion), 1993 09 01  
Theodore Kocznur (Assistant Head of Department - History), 1993 09 01  
James Mackrory (Elementary Vice-Principal), 1993 09 01  
Mary McGugan-Lane (Assistant Head of Department - Vocational), 1993 09 01  
Barbara McSkimming (Program Leader, Secondary Alternative Education), 1993 09 01  
Donald Morrow (Elementary Principal), 1993 09 01  
James Poot (Assistant Head of Department - Vocational), 1993 03 23  
Dale Pyke (Elementary Principal), 1993 09 01  
Erin-Blythe Reddie (Elementary Principal), 1993 09 01  
Norma Robertson (Assistant Head of Department - Guidance), 1993 02 01  
David Rogers (Elementary Vice-Principal), 1993 09 01  
Michael Sampson (Assistant Head of Department - Technical), 1993 02 01  
Jon Sims (Secondary Vice-Principal), 1993 09 01  
Louis Tipoulow (Head of Department - Guidance), 1993 02 01



3. PROMOTIONS

(a) That the effective dates of the appointment of Susan Dabbs to the position of Acting Head of Department - Family Services, approved at a previous meeting, be changed to 1993 09 01 to 1994 01 28 (Sem. 1 only).

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT

(a) That the date for the following staff to leave the employ of the Board be approved:

Cathy Gilbert (Secretary, Secondary School Clerical and Secretarial Staff), 1993 08 27

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Marcia Brazel (E), 1993 10 04 to 1994 01 28

Lesley Chiasson (E), 1993 09 27 to 1994 05 20

David Crouch (E), 1993 09 20 to 1993 11 05

Julia Herron (E), 1993 11 01 to 1994 04 29

(b) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Joanne C. Jameus, Second Secretary, Elementary School (Clerical and Technical Staff), 1993 08 30 to 1994 02 25

Jan McLarty (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 09 07 to 1994 05 27

Return from Leave of Absence

(a) That the following teachers be returned from their Leave of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Martin Cooper (S), 1994 01 31

Jane Fletcher (E), 1993 11 01

Darlene Pryde-Baker (E), 1993 09 27

Linda Woolfrey-Cooper (S), 1994 01 31

(b) That the following staff be returned from their Leave of Absence, effective as shown:

Michelle Horning (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 09 07

Susan Radford (School Social Worker, Professional Student Services Personnel), 1993 09 01 (.5)

Marianna Tulumello-Cappelletti (Secretary, Secondary School Clerical and Secretarial Staff), 1993 07 26

Marlene Winsor (Secretary, Clerical and Technical Staff), 1993 06 07

**9. OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Occasional Staff, effective as shown, with salary according to the salary schedule:

Emily McDonald (E), 1993 06 07 to 1993 06 29 (.5)

**10. OTHERS** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

kd



1. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1. GENERAL STATEMENTS

1.1.1. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.2. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.3. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.4. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.5. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.6. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.7. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.8. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.9. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.10. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

1.1.11. The following statements are made by the author in the course of the investigation, and are intended to be taken as such, and not as a statement of fact.

REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Richard Brawn (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)  
John Kirkland (S), 1997 02 01 to 1997 06 30 (2nd Sem., 1996-97 School Year)  
Barbara Ross (E), 1997 09 01 to 1998 06 30 (1997-98 School Year)

(b) That the Board rescind the Leaves of Absence granted at previous meetings to the following teachers and approve their requests to withdraw from the Salary Holdback Plan ("Four Over Five"), effective as shown:

Barbara Pearson (E), 1994 09 01 to 1995 06 30 (1994-95 School Year)  
Steven Pearson (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)  
Eileen Shannon (S), 1996 09 01 to 1997 06 30 (1996-97 School Year)



REMARKS ON THE PROCEEDINGS OF THE

The first object of the present paper is to give a summary of the results of the investigations of the author, and to point out the points on which the results are in agreement with those of other writers.

The second object is to give a summary of the results of the investigations of the author, and to point out the points on which the results are in agreement with those of other writers.

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The fourth object is to give a summary of the results of the investigations of the author, and to point out the points on which the results are in agreement with those of other writers.

September 9, 1993  
Personnel and Organization Committee

**ADDED RECOMMENDATIONS**

**ELEMENTARY/SECONDARY**

**1. PROBATIONARY STAFF APPOINTMENTS**

(a) That the Tracey Austin (S) be re-appointed to the Probationary Staff, effective 1993 09 27 (3/6) (Sem. 1 only), with salary according to the salary schedule. **(Replacement)**

**2. PERMANENT STAFF APPOINTMENTS**

**Confirmations**

(b) That the following staff be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Heather Gregersen (Social Worker, Professional Student Services Personnel), 1993 09 01

**3. PROMOTIONS**

(a) (ii) That Dennis McIlveen be appointed to the position of Vice-Principal of a Secondary School, on a temporary basis, effective 1993 09 01 to 1994 01 23, with salary according to the salary schedule.

(iii) That Sharon Bray be appointed to the position of Assistant Head of Department (English), on a temporary basis, effective 1993 09 01 to 1994 01 28, with salary according to the salary schedule.

**8. LEAVES**

**Leaves of Absence**

(a)

Anna Gusenbauer (E), 1993 10 12 to 1994 04 15

**Return from Leave of Absence**

(a) (i)

Scott McNie (E), 1993 09 01

(ii) That the effective date of the return to teaching for Darlene Pryde-Baker in clause (a), be changed to 1993 09 24.



# THE HISTORY OF THE

## REPUBLIC OF THE UNITED STATES

### CHAPTER I

The first chapter of the history of the United States is the story of the early years of the nation, from the first settlement of the continent to the establishment of the federal government.

### CHAPTER II

The second chapter of the history of the United States is the story of the growth of the nation, from the first settlement of the continent to the establishment of the federal government.

The third chapter of the history of the United States is the story of the growth of the nation, from the first settlement of the continent to the establishment of the federal government.

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### CHAPTER III

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### CHAPTER IV

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### CHAPTER V

The ninth chapter of the history of the United States is the story of the growth of the nation, from the first settlement of the continent to the establishment of the federal government.

The tenth chapter of the history of the United States is the story of the growth of the nation, from the first settlement of the continent to the establishment of the federal government.

The eleventh chapter of the history of the United States is the story of the growth of the nation, from the first settlement of the continent to the establishment of the federal government.

ADDED REQUESTS FOR "FOUR OVER FIVE" PLAN

(b)

Kelly Kowalchuk (E), 1995 09 01 to 1996 06 30 (1995-96 School Year)  
Kathryn Starodub (S), 1994 09 01 to 1995 06 30 (1994-95 School Year)  
Dorothy Willson (S), 1993 09 01 to 1994 06 30 (1993-94 School Year)



REPORT ON THE PROGRESS OF THE WORK

1911

The following table shows the progress of the work during the year 1911. The work has been carried out in accordance with the programme of work approved by the Committee at its meeting on 15th December 1910. The work has been carried out in accordance with the programme of work approved by the Committee at its meeting on 15th December 1910.

URBAN/MUNICIPAL  
CA4 ONHBL W26  
A36  
1993

URBAN M  
OCT 1993  
GOVERNMENT DOCUMENT

## A G E N D A

### PERSONNEL & ORGANIZATION COMMITTEE

1993 10 14

Confirmation of the minutes of the regular meeting of 1993 09 09 and special meetings of 1993 07 05 and 1993 09 02.

### GENERAL

#### BUSINESS ARISING OUT OF THE MINUTES:

1. Workers' Compensation Board (WCB) Update  
Report of the WCB Action Team Pages 1 to 2

#### NEW BUSINESS:

1. Recommendations of the Director of Education Page 3
2. (a) Staffing Report Page 4  
(b) Report on Supply Teachers Page 5  
(c) Casual Assistance Report:  
( i) 1993 Substitute Cleaner Usage Page 6  
(ii) 1993 Casual Budget and Expenditures Page 7

### ELEMENTARY/SECONDARY

#### NEW BUSINESS:

1. Recommendations of the Director of Education Pages 8 to 10





1993 10 14

TO: The Chairman and Members  
Personnel & Organization Committee  
Board of Education  
Hamilton, Ontario

FROM: Rick Binns  
Superintendent of Human Resources

RE: **WORKERS' COMPENSATION BOARD (WCB) UPDATE  
REPORT OF THE WCB ACTION TEAM**

**BACKGROUND**

In accordance with direction from the Personnel and Organization Committee Meeting of 1993-02-11, an update on the activities of the Board's WCB Action Committee was requested.

Financial implications relating to the Occupational Health and Safety Policy are to be presented to the Board by 1993-12-31.

An Occupational Health and Safety Procedure Manual is to be prepared by 1993-12-31.

**ISSUES**

To inform the board of the activities and status to date.

**RECOMMENDATIONS**

That this report be received for information.

**W.C.B. ACTION TEAM:**

- \* MEMBERS - Bill Ferris, Chair  
R. T. Orlando  
Paul Shewfelt  
Bruce Sinclair  
Wm. Urie, Resource

- \* Four Meetings held.



- 2 -

\* Actions Taken:

- An Occupational Health and Safety Policy was developed requested and approved.
- \*\* Design work and printing are underway.
- \*\* Distribution will occur to all facilities by October 11, 1993.
- An employee information pamphlet explaining the Occupational Health and Safety Policy has been designed and is in print.
- \*\* Distribution will occur to all staff by October 18, 1993.
- Worker accommodation issues have been clarified.
- Supervisor training options have been reviewed.
- Safety Orientation to new staff is to be implemented.
- Preparation of a board Occupational Health and Safety Manual is in progress.

|                  |
|------------------|
| <b>RATIONALE</b> |
|------------------|

- \* Accidents and injury to Board employees need a continued focus.
- \* Accident costs (WCB) can be managed though pro-active awareness by all Board staff.
- \* Legislation (Occupational Health & Safety and Workers' Compensation) requires continued attention and monitoring.

/et

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 10 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS - Nil**

**2. PERMANENT STAFF APPOINTMENTS - Nil**

**3. PROMOTIONS - Nil**

**4. INTERNAL APPOINTMENTS**

(a) That the appointment of Wendy Hutton to the position of Special Education Liaison Consultant (Care, Treatment and Correctional Programs: C.T.C. - Section 27 Programs), be extended, effective 1993 09 01 to 1994 06 30. This extension is subject to Ministry of Education funding and shall be reviewed annually.

**5. TIMETABLE CHANGES - Nil**

**6. RETIREMENTS**

(a) The resignation of Wesley Cronsberry, Caretaker, for the purpose of retirement, effective 1993 10 31, be accepted with regret and the Board's gratuity be paid.

**7. LEAVING EMPLOYMENT**

**8. LEAVES**

**Leave of Absence**

(a) That the request of Donna Beattie (Secretary, Clerical and Technical Staff), for a Leave of Absence, effective 1993 11 22 to 1994 05 27, be granted.

**9. OCCASIONAL STAFF APPOINTMENTS - Nil**

**10. OTHERS - Nil**

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research.

2. The second part of the report is a detailed description of the methodology used in the study. It includes information about the sample, the data collection methods, and the statistical analysis.

3. The third part of the report is a discussion of the results of the study. It compares the findings with the previous research and discusses the implications of the study.

## CONCLUSION

4. The conclusion of the study is that the results of the study are consistent with the previous research. The study has shown that the relationship between the variables is significant.

5. The study has also shown that the relationship between the variables is not significant in all cases. This suggests that there are other factors that may be influencing the relationship.

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Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 10 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**RE: Report on Supply Teachers**

Supply teachers are paid on the 15th day of the month for work performed during the previous month.

As such, the date for the September report is not available until after the October 15th payroll has been completed.

The report on Supply Teacher usage for the month of September, 1993 will be issued at the November 1993 Personnel and Organization Meeting.

**Prepared and Submitted by:** Rick Binns, Superintendent of Human Resources

**Approved by:** Donald Goodridge, Director of Education and Secretary



1950-1951  
1952-1953  
1954-1955  
1956-1957

In the following table  
the results of the  
investigation are given

Table 1

### RESULTS

The results of the investigation are given in the following table

It is seen from the table that the results of the investigation are in good agreement with the results of the investigation

The results of the investigation are given in the following table

Table 2

The results of the investigation are given in the following table

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 10 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**RE: Report on Substitute Cleaner Usage**

Substitute Cleaners have a two week holdback, they are paid on a bi-weekly basis for work performed during the prior two week period.

Therefore, the report on Substitute Cleaner Usage up to the end of September, 1993 will be issued at the November 1993 Personnel and Organization Meeting.

**Prepared and Submitted by:** Rick Binns, Superintendent of Human Resources

**Approved by:** Donald Goodridge, Director of Education and Secretary



1. The first part of the report  
describes the general situation  
of the country and the  
main problems.

2. The second part of the report  
describes the results of the  
survey and the conclusions  
drawn from it.

3. The third part of the report  
describes the recommendations  
made by the committee.

### 4. The fourth part of the report

describes the results of the  
survey and the conclusions  
drawn from it.

5. The fifth part of the report  
describes the recommendations  
made by the committee.

6. The sixth part of the report  
describes the results of the  
survey and the conclusions  
drawn from it.

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 10 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**RE: Report on 1993 Casual Budget and Expenditures**

Employee's paid on the casual payroll have a two week holdback, they are paid on a bi-weekly basis for work performed during the prior two week period.

Therefore, the report on 1993 Casual Budget and Expenditures up to the end of September, 1993 will be issued at the November 1993 Personnel and Organization Meeting.

**Prepared and Submitted by:** Rick Binns, Superintendent of Human Resources

**Approved by:** Donald Goodridge, Director of Education and Secretary





Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 10 14

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS** - Nil

**2. PERMANENT STAFF APPOINTMENTS**

**Confirmations**

(a) That David Henderson be confirmed in the position of Assistant Head of Department (Language), effective 1993 09 01, with salary according to the salary schedule.

**Permanent Staff**

(b) That Sherry Blenkhorn, Educational Assistant, be appointed to the Permanent Staff (Educational and Lunchroom Assistant Staff), effective 1993 04 14, with salary according to the salary schedule.  
(Contract Compliance)

**3. PROMOTIONS**

(a) That the appointment of John Scarcelli, approved at a previous meeting be changed to Acting Assistant Head of Department (Technical), effective 1993 09 01, with salary according to the salary schedule.

**4. INTERNAL APPOINTMENTS** - Nil

**5. TIMETABLE CHANGES**

(a) That the following timetable changes be approved, effective as shown, with salary according to the salary schedule:

Mark Hadala (E), .6 to .8, 1993 09 13

Patricia Van Boom (E), 1.0 to .8, 1993 09 13

**6. RETIREMENTS**

(a) (i) That the resignation of Daniel Scarrow, Elementary School Principal, for the purpose of retirement, effective 1993 12 31, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignation of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Rein Devries (S), 1994 01 28

Ronald Leman (S), 1994 01 28

Margery McCormick (E), 1993 12 31

Dora Wolven (E), 1993 12 31



**7. LEAVING EMPLOYMENT - Nil**

**8. LEAVES**

**Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Frances DiIorio (S), 1993 11 08 to 1994 03 04  
George Dyck (S), 1994 01 31 to 1994 08 31  
Lorraine Finlayson (E), 1993 11 15 to 1994 04 29  
Christine Fotheringham (E), 1993 11 01 to 1994 05 06  
Nancy Lockhart (E), 1993 12 06 to 1994 04 29  
Dawn Martens (E), 1993 10 18 to 1994 06 17  
Helen Senson-D'Addario (E), 1993 10 04 to 1994 04 15  
Diane Zimmerman (E), 1993 11 01 to 1994 04 29

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Teresa Robson (Secretary, Secondary Clerical and Secretarial Staff), 1993 11 01 to 1994 07 01  
Sharon Slater (Secretary, Secondary Clerical and Secretarial Staff), 1993 10 18 to 1994 04 22  
Debbie Turner (Secretary, Clerical and Technical Staff), 1993 09 07 to 1994 05 06  
Pauline Vanderwal (Secretary, Secondary Clerical and Secretarial Staff), 1993 11 01 to 1994 05 06

**Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Jane Fletcher (E), 1993 11 01 to 1993 11 12

**Return from Leave of Absence**

(a) That the following teachers be returned from their Leave of Absence and assigned teaching duties effective as shown, with salary according to the salary schedule:

Adele Blais (E), 1993 09 27  
G. Michael Creaghan (S), 1993 09 01  
George Dyck (S), 1993 09 01  
David Jeffrey (E), 1993 09 01  
Heather Lewis (S), 1993 09 01  
Susan Muma (S), 1993 09 01  
Linda Rempel (E), 1993 09 01  
Darlene Smith (E), 1993 10 28  
Brenda Wisborg (S), 1993 09 01

**Leave of Absence - Date Change**

(a) That the effective dates of the Leave of Absence granted to the following teachers at previous meetings, be changed as shown:

Marcia Brazel (E), 1993 09 17 to 1994 01 13  
Anna Gusenbauer (E), 1993 09 29 to 1993 04 05

**9. LONG TERM OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:



Virginia Brisbin (S), 1993 09 08 to further notice (.5)  
 Stewart Cameron (E), 1993 09 07 to 1993 12 17  
 Lidia Coles (E), 1993 09 07 to further notice  
 Susan Connolly (E), 1993 09 14 to further notice  
 Robert Cooke (S), 1993 09 10 to further notice  
 Geoffrey Coombs (S), 1993 09 07 to 1993 11 26  
 Nancy Cooper (E), 1993 09 27 to 1993 05 20  
 Darlene Crozier (E), 1993 09 20 to 1994 01 13  
 Sonia D'Aurelio (E), 1993 09 07 to further notice  
 Jennifer Diverty (E), 1993 09 29 to 1993 11 23  
 Paul Duffy (S), 1993 09 16 to 1993 10 15  
 Mary Elliott (E), 1993 09 13 to 1993 12 17  
 Sharon Elliot (E), 1993 09 10 to 1993 12 10  
 William Gemmill (E), 1993 09 07 to further notice  
 Leigh Ann Gower (E), 1993 09 07 to 1993 12 17  
 Dennine Guenther (S), 1993 09 07 to 1994 01 14  
 Wesley Hahn (E), 1993 10 01 to further notice (.5)  
 Patricia Harton-McCord (E), 1993 09 07 to further notice  
 Julie Horne (E), 1993 09 07 to 1993 11 12  
 Barbara Hoskin (E), 1993 09 28 to 1994 04 05  
 Barbara Jarrett (S), 1993 09 08 to further notice  
 Jeannie Jeffrey (E), 1993 09 07 to 1994 01 28  
 Steve Johnston (E), 1993 09 20 to 1993 11 05  
 Susan Kallsen (E), 1993 09 07 to further notice  
 Annesia Khan-Yazdani (E), 1993 09 07 to further notice  
 Janice Kovar (S), 1993 09 08 to further notice  
 Petra Kruis-Daly (E), 1993 09 07 to 1993 12 03  
 Brenda McLaren (E), 1993 09 07 to further notice  
 Elizabeth McQueen (E), 1993 09 07 to 1994 04 22  
 Carol Minne (E), 1993 09 27 to further notice  
 Anita Mohar (E), 1993 09 07 to further notice  
 Gregory Moore (E), 1993 09 07 to 1993 12 13  
 Sharon Paterson (E), 1993 09 07 to further notice  
 Nadine Sands (E), 1993 09 07 to further notice (.7)  
 Mirella Scarcelli (S), 1993 09 07 to 1994 01 28  
 Mary Schneider (E), 1993 09 07 to further notice  
 Karen Shewfelt (E), 1993 09 08 to further notice  
 Geraldine Sloan (S), 1993 09 27 to further notice  
 Elaine Stewart (E), 1993 09 07 to 1994 03 11 (.5)  
 Lesley Stonehouse (S), 1993 09 13 to further notice  
 Mary Vallance (E), 1993 09 07 to 1993 10 27  
 Paul Vukosa (S), 1993 09 08 to further notice

**10. OTHERS - Nil**

Respectfully submitted,

D. W. Goodridge,  
 Director of Education  
 and Secretary



LEAFLET 10

1. LEAFLET 10

2. LEAFLET 10

3. LEAFLET 10

4. LEAFLET 10

5. LEAFLET 10

6. LEAFLET 10

7. LEAFLET 10

8. LEAFLET 10



## STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

|                            | DECEMBER 31st ACTUAL |            |            |          |          |          |          |          |          |          |          |          | 1993 ACTUALS |          |          |     |     |     |  |          |  |  |  |  | 1993 BUDGET |  |
|----------------------------|----------------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|----------|-----|-----|-----|--|----------|--|--|--|--|-------------|--|
|                            | 1987                 | 1988       | 1989       | 1990     | 1991     | 1992     | JAN      | FEB      | MAR      | APR      | MAY      | JUNE     | JULY         | AUG      | SEPT     | OCT | NOV | DEC |  |          |  |  |  |  |             |  |
| Admin & Support Staff      | 432.24               | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 454.66       | 454.66   | 451.66   |     |     |     |  | 451.76   |  |  |  |  |             |  |
| Co-ordinators/Consultants  | 78.00                | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    |          | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00        | 61.00    | 60.00    |     |     |     |  | 60.00    |  |  |  |  |             |  |
| Teachers - Elementary      | 1,414.75             | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,659.10 | 1,659.10 | 1,659.10     | 1,659.10 | 1,637.75 |     |     |     |  | 1,640.60 |  |  |  |  |             |  |
| Secondary - Composite      | 741.83               | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67       | 858.67   | 839.00   |     |     |     |  | 838.33   |  |  |  |  |             |  |
| - Vocational               | 160.90               | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33       | 101.33   | 87.00    |     |     |     |  | 90.67    |  |  |  |  |             |  |
| - Vanier                   | 31.50                | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    | 36.00    |     |     |     |  | 37.00    |  |  |  |  |             |  |
| Elementary TR              | 29.00                | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    | 13.00    |     |     |     |  | 14.00    |  |  |  |  |             |  |
| Secondary TR               | 7.00                 | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    | 12.67    |     |     |     |  | 15.33    |  |  |  |  |             |  |
| Lunchroom - Elementary     | 92.80                | 102.90     | 115.10     | 112.30   | 118.50   | 82.86    | 83.14    | 83.14    | 83.28    | 83.28    | 83.32    | 83.32    | 83.32        | 83.32    | 84.39    |     |     |     |  | 88.50    |  |  |  |  |             |  |
| - Secondary                | 7.30                 | 7.00       | 7.00       | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     | 7.64     |     |     |     |  | 7.36     |  |  |  |  |             |  |
| - Vocational               | 3.10                 | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 1.71     |     |     |     |  | 2.00     |  |  |  |  |             |  |
| Bus Supervisors            | 13.90                | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    | 15.86    |     |     |     |  | 15.86    |  |  |  |  |             |  |
| Educational Assistants     | 154.00               | 172.00     | 216.50     | 221.50   | 223.50   | 250.50   | 250.50   | 250.50   | 227.00   | 227.00   | 227.50   | 227.50   | 227.50       | 227.50   | 232.17   |     |     |     |  | 217.00   |  |  |  |  |             |  |
| Lunchroom Assistants       | 5.71                 | 6.00       | 6.43       | 6.56     | 6.56     | 7.12     | 7.12     | 7.12     | 4.12     | 4.12     | 4.12     | 4.12     | 4.12         | 4.12     | 4.12     |     |     |     |  | 7.12     |  |  |  |  |             |  |
| Ctks/Maint/WHS/Asbestos    | 210.00               | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00       | 213.00   | 213.00   |     |     |     |  | 213.00   |  |  |  |  |             |  |
| Cleaners/Cooks             | 333.00               | 340.00     | 347.00     | 351.00   | 360.00   | 347.00   | 331.00   | 331.00   | 331.00   | 326.00   | 326.00   | 323.00   | 319.00       | 319.00   | 319.00   |     |     |     |  | 336.00   |  |  |  |  |             |  |
| Staff On Loan - Teachers   | 34.25                | 34.92      | 33.92      | 41.25    | 41.75    | 41.05    | 41.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55        | 40.55    | 36.55    |     |     |     |  | 40.55    |  |  |  |  |             |  |
| - Consultants              |                      | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |          |              |          |          |     |     |     |  |          |  |  |  |  |             |  |
| - Clerical                 |                      |            |            | 0.50     |          |          |          |          |          |          |          |          |              |          |          |     |     |     |  |          |  |  |  |  |             |  |
| - Educ Assist.             | 1.00                 | 1.00       | 1.00       |          |          |          |          |          |          |          |          |          |              |          | 4.33     |     |     |     |  |          |  |  |  |  |             |  |
| Full Time Equiv. Positions | 3,750.28             | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76 | 4,115.76 | 4,116.80 | 4,113.80 | 4,111.80     | 4,111.80 | 4,055.85 |     |     |     |  | 4,075.08 |  |  |  |  |             |  |
| Number Of Employees        |                      |            |            | 4,805    | 4,861    | 4,829    | 4,816    | 4,813    | 4,778    | 4,773    | 4,774    | 4,771    | 4,769        | 4,769    | 4,708    |     |     |     |  | 4,735    |  |  |  |  |             |  |
| Lunchroom Enrolment        | 13,000 est           | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,432   | 17,491   | 17,491   | 17,491   | 17,491   | 17,516   | 17,516   |              |          | 17,877   |     |     |     |  | 17,816   |  |  |  |  |             |  |
| Enrolment - Elementary     | * 24,741             | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,282   | 26,264   | 26,146   | 26,144   | 26,100   | 26,073   |              |          | * 26,813 |     |     |     |  | * 26,708 |  |  |  |  |             |  |
| - Sec Composite            | * 12,171             | * 12,213   | * 12,354   | * 12,707 | * 12,328 | * 13,001 | 12,300   | 12,227   | 11,874   | 11,627   | 11,405   | 11,258   |              |          | * 12,676 |     |     |     |  | * 12,853 |  |  |  |  |             |  |
| - Sec Vocational           | * 1,698              | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 973      | 940      | 880      | 838      | 802      | 798      |              |          | * 909    |     |     |     |  | * 962    |  |  |  |  |             |  |
| - Sec Vanier               | * 400                | * 407      | * 400      | * 399    | * 382    | * 465    | 442      | 448      | 443      | 433      | 430      | 430      |              |          | * 480    |     |     |     |  | * 470    |  |  |  |  |             |  |
| - T. R.                    | * 243                | * 210      | * 193      | * 178    | * 160    | * 167    | 159      | 158      | 164      | 160      | 165      | 165      |              |          | * 159    |     |     |     |  | * 159    |  |  |  |  |             |  |
| - TOTAL                    | * 39,253             | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,156   | 40,037   | 39,507   | 39,202   | 38,902   | 38,724   |              |          | * 41,037 |     |     |     |  | * 41,152 |  |  |  |  |             |  |

\*\*September 30th Enrolments

\*\*September 30th Enrolment Estimates

Prepared by Human Resources October 14, 1993





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PERSONNEL & ORGANIZATION COMMITTEE

1993 11 11

URBAN M  
1993  
GOVERNMENT DOCUMENTS

Confirmation of the minutes of the regular meeting of 1993 10 14 and special meetings of 1993 09 23 and 1993 10 21.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Workload Study - A Progress Report Pages 1 to 6

NEW BUSINESS:

1. Recommendations of the Director of Education Page 7
2. (a) Staffing Report Page 8
- (b) Report on Supply Teachers Pages 9 to 10
- (c) Casual Assistance Report:
- (i) 1993 Substitute Cleaner Usage Page 11
- (ii) 1993 Casual Budget and Expenditures Page 12
3. Report on OMERS Supplementary Plan 7

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

1. Report on Redeployment of Educational Assistants  
- September 1993 Pages 13 to 17
2. Report on Revised Principal and Vice-Principal  
Selection Process Pages 18 to 32

NEW BUSINESS:

1. Recommendations of the Director of Education Pages 33 to 35
2. Requests for "Four Over Five" Plan Page 36





1993 11 11

To: The Chairman & Members  
Personnel and Organization Committee

From: R. W. Binns  
Superintendent of Human Resources

Re: ***Workload Study - A Progress Report***

---

**BACKGROUND:**

- The workload study report was presented to a Special Personnel and Organization Committee meeting (July 5, 1993).
- By the week of July 12, 1993 a copy of the full report was made available at each school or location.
- Joint Union - Management Committee meetings have been held on the following dates:

July 21, 1993  
Sept. 8, 1993  
Sept. 24, 1993  
Oct. 28, 1993

The intent of the Joint Union - Management Committee was to meet monthly, to attempt to problem-solve around the major issues, to identify areas of concern regarding possible implementation of the report and to report suggestions to Senior Management by Nov. 1, 1993.

- Bill Garland and Lou Demelo of Daniels' Associates attended the Sept. 8, 1993 meeting and provided clarification as to how the recommendations were derived.
- In addition, the management component of the committee has held six meetings with plant department personnel and presented the enclosed report to the Joint Committee. (*Appendix A*)

**ISSUE:**

This progress report is designed to inform the board as to the nature of the on-going review of the workload study and indicate directions the plant department supervisory staff are taking as well as the role of the Joint Union-Management Committee. Since the changes proposed are very substantial and a clear understanding of the Daniels' Inc. report was necessary before embarking, the review has been slower than first envisaged. It would be desirable to continue monthly or bi-monthly Joint Union-Management Committee meetings followed by a report to Senior Management and the Board by April, 1994.

**RECOMMENDATION:**

That the Joint Union-Management Committee continue to meet on a monthly or bi-monthly basis and report to senior management and the P&O Committee no later than April, 1994.

**RATIONALE:**

The purpose of implementing recommendations from the Workload Study is to provide a more efficient custodial service while maintaining quality results.



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LIBRARY

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- 1. The first part of the book is devoted to a general introduction to the subject of the book.
- 2. The second part of the book is devoted to a detailed discussion of the various aspects of the subject.
- 3. The third part of the book is devoted to a detailed discussion of the various aspects of the subject.

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The book is written in a clear and concise style, and is suitable for use as a textbook or as a reference work. It is a valuable contribution to the literature of the subject, and is highly recommended.

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## Review of the Workload Study

### "Summary of the Major Issues"

#### Daniels' Report

1. Downsizing to 496 Staff from 620 staff to provide existing level of service.
  2. Outdated equipment needs to be replaced with new models (\$377,200 estimated cost).
  3. Chemicals and supplies are purchased on a lowest cost basis and vary in terms of quality. These need to be studied, standardized and generally upgraded.
  4. The current Supervision structure is insufficient and requires a complete overhaul. A training program to include staff training, quality control, equipment inspection, supply inventory, staffing problems, etc. is required. Daniels' Inc. recommends at least 15-20 additional new supervisory positions.
  5. A staff training program needs to be implemented. It should be a particular position within the supervisory structure to teach proper technique, motivate staff, WHMIS compliance, etc.
  6. Quality control needs to be built into our evaluative procedures to insure high performance and a quality result.
- Contracting out repair services should be performed by a core group of 30-40 trained staff and this group would be added to the existing maintenance staff. It is not recommended that the repair work be distributed over the entire staff.

#### Committee Reaction

1. While substantial downsizing can be achieved, it is believed that 124 staff is an overestimate in order to maintain the existing level of service. Upon consultation, Daniels' Inc. are revising their estimate. We will be prepared to present a report to the board by April 1994.
2. A Plant department committee was struck in September to study the equipment suggestions by Daniels and is due to report in December (Chair - E. Salmon).
3. The committee in #2 above is studying this issue as well.
4. The board approved a restructuring of the Plant department in September. The 13 new site leaders (from the existing secondary foremen positions) will undergo training throughout November. They will be involved in regular supervision, performing staff training, involved in equipment inspection, workload determinations, and employee performance appraisals. These leaders with our existing 4 Field supervisors and Manager of Caretaking services would meet some of these requirements. Further changes to the supervisory duties affecting caretakers and cleaners will be reported later.
5. We agree that someone in the supervisory staff should be responsible to organize new employee orientation, regular staff in-service and the training in new procedures and products.
6. The site leaders and field supervisors will be outlining the criteria necessary to judge job performance and quality service. Principals and the union will be included in this process.
7. A training program has been instituted for caretaking staff to do basic plumbing and electrical repairs. (Appendix B) Future training workshops could achieve additional savings and this is being investigated.



- |                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>8. Hours of work should be adjusted to reflect lower facility occupancy therefore increasing productivity and quality.</p> <p>9. A set of procedures needs to be developed to ensure consistency in standards for supervisory, caretaking and cleaning staff.</p> | <p>8. Greater productivity and efficiency will occur with changing the hours of employment. At present, a committee is studying the hours of work and expects to report by January, 1994.</p> <p>9. This recommendation is a necessary step toward improving our caretaking and cleaning functions. A manual is presently being developed by a committee and upon completion training will be provided to all employees. It is expected that to complete this manual will require another 8 months (Target - June '94, Progress report - January '94).</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Other Items of Concern:**

- Conversion to 2nd Day Cleaning is proceeding according to schedule.
- The committee has not yet addressed the following items from the Daniels' Report:
  - Group Caretakers - sharing more than 1 school
  - Eliminating unscheduled breaks on short (2.5 hour) shifts
  - Staff uniforms, name badges, safety shoes, back supports
  - Poor quality work by outside contractors (grass cutting, window cleaning)
  - Purchasing snow blowing equipment for all locations.

1993 09 07

## REPORT

### ELECTRICAL & PLUMBING REPAIR TRAINING

#### TRAINING

The training courses have been developed for caretakers, assistant caretakers, firemen and secondary school foremen. The training manuals were developed by staff assistants, mechanical, electrical, the Board's plumber and a retired technical shop teacher. The first group of 80 caretakers completed 30 hours of training on September 3, 1993, and passed the tests. The training consists of training manual, classroom instruction, hands-on equipment repair and a practical and written test. All candidates completing the training are thoroughly prepared to make specific repairs safely and efficiently.

By October 4, 1993, a second group of 80 will have completed the training courses. The remaining 15 caretakers and 10 secondary foremen will be trained by the end of 1993.

The caretaking group trained will be making the following repairs in their own schools.

#### Plumbing

1. Flush valve repairs
2. Water closet repair and unplugging
3. Urinal repair and unplugging
4. Drinking fountain repair
5. Bradley repair
6. Faucet repair

#### Electrical

1. Extension cord and equipment cord repair
2. Receptacle and light switch replacement
3. Fluorescent light fixture ballast and socket replacement using T-8 lamps and electronic ballasts.



Electrical (Continued)

4. Master clock systems (newer systems)
5. Fuse replacement
6. Security system door contact replacement.
7. Vacuum cleaner repair.

REPAIR PARTS AND TOOLS

Repair parts and tools will be made available to elementary and secondary caretakers. Electrical components, including T-8 lamps and electronic ballasts will be stocked at Secondary schools. Plumbing parts will be available from the Dundurn Maintenance Department, delivered by the school mail service.

VALUE OF ELECTRICAL & PLUMBING REPAIR TRAINING

C.U.P.E. presented the Board with a sample of 453 repair orders done by contractors in 35 schools. The Union has offered to do this work using the school caretakers. Ninety percent of the sample are plumbing and electrical repairs.

For all 94 schools the number of electrical and plumbing repairs prorates to 1095/year, and the cost of the contracted labour prorates to \$147,660.00/year.

It is expected that contracting out costs should decrease \$150,000/year commencing October 4, 1993.

It is understood that the Work Load Study allows caretaking time for electrical and plumbing repairs specified. The caretaker time required is 1.1/4 hours per week per school.

The caretaking staff can take pride in their new skills and the feeling of doing their share to reduce costs.

COST OF ELECTRICAL & PLUMBING REPAIR TRAINING

The direct cost of equipment for the electrical and plumbing training portables at Dundurn Street, providing lockout and electrical testers and training manuals for 200 people and wages for one teacher is \$30,000.00, charged to a maintenance work order. The charge will be offset by October to December 1993 contract reductions.



FUTURE TRAINING PLANS

Further reductions in contracted costs are possible in the following areas:

1. Door hardware repair
2. Painting
3. Drapery Track Cord Replacement
4. Floor tile and rubber base replacement
5. Locker repairs

A one day seminar would be needed for the above, but has not been planned. Reduction of contractor cost will be \$15,000/year approximately.

DISCUSSION

1. The electrical and plumbing training courses are the result of the contracting out committee's study to reduce costs. The committee is made up of four management and four union members. A Letter of Understanding in the latest Union contract required the forming of the committee.
2. The committee continues to review repair data from 1991 and methods to reduce costs. The 1991 RRM data is now available for committee review.
3. The committee is also looking into energy saving T-8 fluorescent lamp conversion using the school caretaking group instead of contract labour. Simple pay backs are over 10 years using contract labour and not justified.
4. In most cases the contractor's rate is higher than the caretaker rate of pay. Therefore, further work transfer from contractor or central maintenance shop to the school caretaker will result in reduced costs to the Board.

*J. Riley*  
*E. J. [unclear]*



THESE THINGS ARE

Further evidence in connection with the following items:

1. From the same source as the above.
2. From the same source as the above.
3. From the same source as the above.
4. From the same source as the above.
5. From the same source as the above.
6. From the same source as the above.
7. From the same source as the above.
8. From the same source as the above.
9. From the same source as the above.
10. From the same source as the above.

THESE THINGS ARE

1. The same as the above.
2. The same as the above.
3. The same as the above.
4. The same as the above.
5. The same as the above.
6. The same as the above.
7. The same as the above.
8. The same as the above.
9. The same as the above.
10. The same as the above.

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 11 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil
2. **PERMANENT STAFF APPOINTMENTS** - Nil
3. **PROMOTIONS** - Nil
4. **INTERNAL APPOINTMENTS** - Nil
5. **TIMETABLE CHANGES** - Nil
6. **RETIREMENTS** - Nil
7. **LEAVING EMPLOYMENT** - Nil
8. **LEAVES**

**Leave of Absence**

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Dilys McIlveen (Cleaner, Cleaning Staff), 1994 02 14 to 1994 08 19

**Return from Leave of Absence**

(a) That the following staff be returned from their Leave of Absence, effective as shown:

Kerry Fliss (Clerk Typist, Clerical and Technical Staff), 1993 10 19

Margaret F. Mills (Fireman, Caretaking and Maintenance Staff), 1993 09 13

Tammy Willemssen (Payroll Clerk, Clerical and Technical Staff), 1993 10 12

9. **LONG TERM OCCASIONAL STAFF APPOINTMENTS** - Nil
10. **OTHERS** - Nil

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary



Executive Council  
The High School  
London, Ontario  
2001

To The Chairman and Members  
of the Board of Directors  
of the Corporation

Ladies and Gentlemen:

## GENERAL

I have the pleasure to present the following report on the activities of the Corporation during the year ended December 31, 2001.

1. ORGANIZATION AND ACTIVITIES - 2001

2. FINANCIAL STATEMENTS - 2001

3. REVENUES - 2001

4. EXPENSES - 2001

5. NET INCOME - 2001

6. ASSETS - 2001

7. LIABILITIES - 2001

8. LEAVES

9. REMARKS

10. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001

11. THE REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

12. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001

13. THE REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

14. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001

15. THE REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

16. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001

17. THE REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

18. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001

19. THE REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2001

20. THE REPORT ON THE ACTIVITIES OF THE CORPORATION DURING THE YEAR ENDED DECEMBER 31, 2001



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

|                            | DECEMBER 31st ACTUAL |            |            |          |          |          |          |          |          |          |          |          | 1993 ACTUALS |          |          |          |     |     |  |          |  |  |  |  | 1993 BUDGET |  |
|----------------------------|----------------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|----------|----------|-----|-----|--|----------|--|--|--|--|-------------|--|
|                            | 1987                 | 1988       | 1989       | 1990     | 1991     | 1992     | JAN      | FEB      | MAR      | APR      | MAY      | JUNE     | JULY         | AUG      | SEPT     | OCT      | NOV | DEC |  |          |  |  |  |  |             |  |
| Admin & Support Staff      | 432.24               | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 454.66       | 454.66   | 451.66   | 451.66   |     |     |  | 451.76   |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Co-ordinators/Consultants  | 78.00                | 76.67      | 76.67      | 75.67    | 66.67    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00    | 61.00        | 61.00    | 60.00    | 60.00    |     |     |  | 60.00    |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Teachers - Elementary      | 1,414.75             | 1,498.45   | 1,592.15   | 1,628.35 | 1,659.75 | 1,656.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,658.60 | 1,659.10 | 1,659.10 | 1,659.10     | 1,659.10 | 1,637.75 | 1,637.75 |     |     |  | 1,640.60 |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Secondary - Composite      | 741.83               | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67       | 858.67   | 839.00   | 839.00   |     |     |  | 838.33   |  |  |  |  |             |  |
| - Vocational               | 160.90               | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33       | 101.33   | 87.00    | 87.00    |     |     |  | 90.67    |  |  |  |  |             |  |
| - Vanier                   | 31.50                | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    | 36.00    | 36.00    |     |     |  | 37.00    |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Elementary TR              | 29.00                | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    | 13.00    | 13.00    |     |     |  | 14.00    |  |  |  |  |             |  |
| Secondary TR               | 7.00                 | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    | 12.67    | 12.67    |     |     |  | 15.33    |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Lunchroom - Elementary     | 92.80                | 102.90     | 115.10     | 112.30   | 118.50   | 82.86    | 83.14    | 83.14    | 83.28    | 83.28    | 83.32    | 83.32    | 83.32        | 83.32    | 84.39    | 84.82    |     |     |  | 88.50    |  |  |  |  |             |  |
| - Secondary                | 7.30                 | 7.00       | 7.00       | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     | 7.64     | 7.64     |     |     |  | 7.36     |  |  |  |  |             |  |
| - Vocational               | 3.10                 | 3.10       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 1.71     | 1.71     |     |     |  | 2.00     |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Bus Supervisors            | 13.90                | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    | 16.82    | 16.82    |     |     |  | 15.86    |  |  |  |  |             |  |
| Educational Assistants     | 154.00               | 172.00     | 216.50     | 221.50   | 223.50   | 250.50   | 250.50   | 250.50   | 227.00   | 227.00   | 227.50   | 227.50   | 227.50       | 227.50   | 232.17   | 232.17   |     |     |  | 217.00   |  |  |  |  |             |  |
| Lunchroom Assistants       | 5.71                 | 6.00       | 6.43       | 6.56     | 6.56     | 7.12     | 7.12     | 7.12     | 4.12     | 4.12     | 4.12     | 4.12     | 4.12         | 4.12     | 4.12     | 4.12     |     |     |  | 7.12     |  |  |  |  |             |  |
| Citkrs/Maint/Whs/Asbestos  | 210.00               | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00       | 213.00   | 213.00   | 213.00   |     |     |  | 213.00   |  |  |  |  |             |  |
| Cleaners/Cooks             | 333.00               | 340.00     | 347.00     | 351.00   | 360.00   | 347.00   | 331.00   | 331.00   | 331.00   | 326.00   | 326.00   | 323.00   | 319.00       | 319.00   | 319.00   | 313.00   |     |     |  | 336.00   |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Recoverable - Teachers     | 34.25                | 34.92      | 33.92      | 41.25    | 41.75    | 41.05    | 41.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55        | 40.55    | 36.55    | 36.55    |     |     |  | 40.55    |  |  |  |  |             |  |
| - Consultants              |                      | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| - Clerical                 |                      |            |            | 0.50     |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| - Educ Assist              | 1.00                 | 1.00       | 1.00       |          |          |          |          |          |          |          |          |          |              |          | 4.33     | 4.33     |     |     |  |          |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Full Time Equiv. Positions | 3,750.28             | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76 | 4,115.76 | 4,116.80 | 4,113.80 | 4,111.80     | 4,111.80 | 4,056.81 | 4,051.24 |     |     |  | 4,075.08 |  |  |  |  |             |  |
| Number Of Employees        |                      |            |            | 4,805    | 4861     | 4,829    | 4,816    | 4,813    | 4,778    | 4,773    | 4,774    | 4,771    | 4,769        | 4,769    | 4,708    | 4,705    |     |     |  | 4,735    |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Lunchroom Enrolment        | 13,000 est           | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,432   | 17,491   | 17,491   | 17,491   | 17,491   | 17,516   | 17,516   |              |          | 17,877   | 17,943   |     |     |  | 17,816   |  |  |  |  |             |  |
|                            |                      |            |            |          |          |          |          |          |          |          |          |          |              |          |          |          |     |     |  |          |  |  |  |  |             |  |
| Enrolment - Elementary     | * 24,741             | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,282   | 26,264   | 26,146   | 26,144   | 26,100   | 26,073   |              |          | * 26,720 | 26,746   |     |     |  | * 26,708 |  |  |  |  |             |  |
| - Sec Composite            | * 12,171             | * 12,213   | * 12,354   | * 12,707 | * 12,328 | * 13,001 | 12,300   | 12,227   | 11,874   | 11,627   | 11,405   | 11,258   |              |          | * 12,599 | 12,068   |     |     |  | * 12,853 |  |  |  |  |             |  |
| - Sec Vocational           | * 1,698              | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 973      | 940      | 880      | 838      | 802      | 798      |              |          | * 910    | 858      |     |     |  | * 962    |  |  |  |  |             |  |
| - Sec Vanier               | * 400                | * 407      | * 400      | * 399    | * 382    | * 465    | 442      | 448      | 443      | 433      | 430      | 430      |              |          | * 480    | 467      |     |     |  | * 470    |  |  |  |  |             |  |
| - T. R.                    | * 243                | * 210      | * 193      | * 178    | * 160    | * 167    | 159      | 158      | 164      | 160      | 165      | 165      |              |          | * 166    | 162      |     |     |  | * 159    |  |  |  |  |             |  |
| - TOTAL                    | * 39,253             | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,156   | 40,037   | 39,507   | 39,202   | 38,902   | 38,724   |              |          | * 40,875 | 40,301   |     |     |  | * 41,152 |  |  |  |  |             |  |

\*September 30th Enrolments

\*\*September 30th Enrolment Estimates

Prepared by Human Resources November 11, 1993







SECONDARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    |                   |                    | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            | 27.0                         | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    | 2.5               | 4.5                | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            | 34.0                         | 393.0                     | 20.5                            | 3.0                                    | 10.0                                                    |                   | 1.0                | 50.0  | 477.5           | 367.5           | 37,771     | 54,476               | 92,247        |
| APRIL      | 19            | 52.0                         | 389.5                     | 29.5                            | 21.0                                   | 24.0                                                    | 1.0               | 3.5                | 27.0  | 495.5           | 368.0           | 49,361     | 38,627               | 87,988        |
| MAY        | 20            | 145.0                        | 313.0                     | 77.5                            | 19.0                                   | 25.0                                                    | 3.0               | 10.5               | 31.0  | 479.0           | 559.5           | 57,107     | 94,586               | 151,693       |
| JUNE       | 18            | 183.0                        | 258.0                     | 9.0                             |                                        | 12.5                                                    | 0.5               | 1.0                | 22.5  | 303.5           | 257.0           | 20,481     | 77,607               | 98,088        |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  | 18            | 13.0                         | 275.5                     |                                 | 4.5                                    | 6.0                                                     | 1.0               | 5.5                | 52.5  | 345.0           | 171.0           | 51,616     | 62                   | 51,678        |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 470.0                        | 2137.0                    | 156.0                           | 59.0                                   | 106.5                                                   | 8.0               | 26.0               | 324.0 | 2816.5          | 2538.5          | 326,666    | 299,567              | 626,233       |
| % Of Total |               |                              | 75.9                      | 5.5                             | 2.1                                    | 3.8                                                     | 0.3               | 0.9                | 11.5  |                 |                 |            |                      |               |

ELEMENTARY

| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            | 38.0                         | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            | 14.0                         | 1119.5                    | 6.5                             | 9.0                                    | 33.5                                                    | 64.0              | 5.0                | 41.5  | 1279.0          | 1201.5          | 113,202    | 118,687              | 231,889       |
| APRIL      | 20            | 51.0                         | 1371.5                    | 11.0                            | 34.0                                   | 74.0                                                    | 107.5             | 13.0               | 88.5  | 1699.5          | 1453.0          | 191,609    | 69,531               | 261,140       |
| MAY        | 19            | 103.0                        | 1214.0                    | 19.5                            | 20.0                                   | 49.5                                                    | 55.5              | 36.5               | 50.0  | 1445.0          | 1461.5          | 142,956    | 65,978               | 208,934       |
| JUNE       | 20            | 347.5                        | 1235.5                    | 39.0                            | 7.5                                    | 32.0                                                    | 52.0              | 9.0                | 39.0  | 1414.0          | 924.0           | 147,473    | 103,596              | 251,069       |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| SEPTEMBER  | 17            | 10.0                         | 862.0                     | 15.5                            | 1.0                                    | 8.5                                                     | 21.5              | 2.0                | 77.5  | 988.0           | 689.0           | 129,175    | 1,365                | 130,540       |
| OCTOBER    |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |
| TOTALS     |               | 588.0                        | 8752.0                    | 123.0                           | 99.0                                   | 264.5                                                   | 419.0             | 76.0               | 411.0 | 10144.5         | 8910.0          | 1,121,973  | 533,120              | 1,655,093     |
| % Of Total |               |                              | 86.3                      | 1.2                             | 1.0                                    | 2.6                                                     | 4.1               | 0.7                | 4.1   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO SEPTEMBER 30, 1993

| SECONDARY & ELEMENTARY |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
|------------------------|----------------------------------------|---------------------------------|------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------|-------------------------|----------------------------|-------|--------------------|--------------------|---------------|-------------------------|------------------|-----------------|
| MONTH                  | Personal<br>Leave<br>Days/<br>Contract | Personal<br>Reasons<br>/Illness | Field<br>Work<br>/Co-Instr<br>Activities | Conf.<br>/Seminar<br>/Meeting<br>Outside<br>System | Planning<br>/Curriculum<br>/In-Service<br>/Meeting<br>Inside<br>System | In<br>School<br>Meeting | Feder-<br>ation<br>Matters | Other | 1993<br>Total Days | 1992<br>Total Days | \$<br>Expense | Long Term<br>Occasional | Total<br>Expense | 1993<br>% Spent |
| JANUARY                | 40.5                                   | 1704.5                          | 37.0                                     | 16.0                                               | 50.0                                                                   | 54.5                    | 3.0                        | 82.0  | 1947.0             | 1825.0             | 259,420       | 65,805                  | 325,225          |                 |
| FEBRUARY               | 65.0                                   | 1753.0                          | 14.0                                     | 23.0                                               | 46.0                                                                   | 66.5                    | 12.0                       | 173.5 | 2088.0             | 2171.5             | 248,468       | 142,367                 | 390,835          |                 |
| MARCH                  | 48.0                                   | 1512.5                          | 27.0                                     | 12.0                                               | 43.5                                                                   | 64.0                    | 6.0                        | 91.5  | 1756.5             | 1569.0             | 150,973       | 173,163                 | 324,136          |                 |
| APRIL                  | 103.0                                  | 1761.0                          | 40.5                                     | 55.0                                               | 98.0                                                                   | 108.5                   | 16.5                       | 115.5 | 2195.0             | 1821.0             | 240,970       | 108,158                 | 349,128          |                 |
| MAY                    | 248.0                                  | 1527.0                          | 97.0                                     | 39.0                                               | 74.5                                                                   | 58.5                    | 47.0                       | 81.0  | 1924.0             | 2021.0             | 200,063       | 160,564                 | 360,627          |                 |
| JUNE                   | 530.5                                  | 1493.5                          | 48.0                                     | 7.5                                                | 44.5                                                                   | 52.5                    | 10.0                       | 61.5  | 1717.5             | 1181.0             | 167,954       | 181,203                 | 349,157          |                 |
| JULY                   |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| AUGUST                 |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| SEPTEMBER              |                                        | 1137.5                          | 15.5                                     | 5.5                                                | 14.5                                                                   | 22.5                    | 7.5                        | 130.0 | 1333.0             | 860.0              | 180,791       | 1,427                   | 182,218          |                 |
| OCTOBER                |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| NOVEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| DECEMBER               |                                        |                                 |                                          |                                                    |                                                                        |                         |                            |       |                    |                    |               |                         |                  |                 |
| TOTALS                 | 1058.0                                 | 10889.0                         | 279.0                                    | 158.0                                              | 371.0                                                                  | 427.0                   | 102.0                      | 735.0 | 12961.0            | 11448.5            | 1,448,639     | 832,687                 | 2,281,326        | 79.6            |
| % Of Total             |                                        | 84.0                            | 2.2                                      | 1.2                                                | 2.9                                                                    | 3.3                     | 0.8                        | 5.7   |                    |                    |               |                         |                  |                 |

1993 BUDGET  
\$2,865,000



## REPORT OF SUBSTITUTE CLEANER USAGE - 1993

| MONTH     | Working Days | Personal Reasons /Illness # of Days | Workers' Comp. # of Days | Extra Workload # of Days | Leaves, Vacancies *perm pay # of Days | Total # of Days | \$ Expense |
|-----------|--------------|-------------------------------------|--------------------------|--------------------------|---------------------------------------|-----------------|------------|
| FEBRUARY  | 20           | 491                                 | 323                      | 66                       | 367                                   | 1247            | 54,440     |
| MARCH     | 23           | 625                                 | 389                      | 69                       | 455                                   | 1538            | 67,544     |
| APRIL     | 20           | 525                                 | 411                      | 61                       | 253                                   | 1250            | 58,794     |
| MAY       | 20           | 411                                 | 412                      | 55                       | 281                                   | 1159            | 49,104     |
| JUNE      | 22           | 481                                 | 470                      | 48                       | 313                                   | 1312            | 55,792     |
| JULY      | 21           | 643                                 | 544                      | 68                       | 396                                   | 1651            | 85,278     |
| AUGUST    | 21           | 591                                 | 512                      | 128                      | 417                                   | 1648            | 94,200     |
| SEPTEMBER | 21           | 592                                 | 537                      | 98                       | 450                                   | 1677            | 71,132     |
| TOTALS    |              | 4,359                               | 3,598                    | 593                      | 2,932                                 | 11,482          | \$536,284  |

\*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources  
November 11, 1993



REPORT OF EXPERIMENTAL DATA

| Run No. | Time, min. | Temp., °C. | Pressure, mm. | Volume, ml. | Weight, g. | Notes |
|---------|------------|------------|---------------|-------------|------------|-------|
| 1       | 10         | 25         | 760           | 10          | 0.5        |       |
| 2       | 20         | 25         | 760           | 20          | 1.0        |       |
| 3       | 30         | 25         | 760           | 30          | 1.5        |       |
| 4       | 40         | 25         | 760           | 40          | 2.0        |       |
| 5       | 50         | 25         | 760           | 50          | 2.5        |       |
| 6       | 60         | 25         | 760           | 60          | 3.0        |       |
| 7       | 70         | 25         | 760           | 70          | 3.5        |       |
| 8       | 80         | 25         | 760           | 80          | 4.0        |       |
| 9       | 90         | 25         | 760           | 90          | 4.5        |       |
| 10      | 100        | 25         | 760           | 100         | 5.0        |       |
| 11      | 110        | 25         | 760           | 110         | 5.5        |       |
| 12      | 120        | 25         | 760           | 120         | 6.0        |       |
| 13      | 130        | 25         | 760           | 130         | 6.5        |       |
| 14      | 140        | 25         | 760           | 140         | 7.0        |       |
| 15      | 150        | 25         | 760           | 150         | 7.5        |       |
| 16      | 160        | 25         | 760           | 160         | 8.0        |       |
| 17      | 170        | 25         | 760           | 170         | 8.5        |       |
| 18      | 180        | 25         | 760           | 180         | 9.0        |       |
| 19      | 190        | 25         | 760           | 190         | 9.5        |       |
| 20      | 200        | 25         | 760           | 200         | 10.0       |       |
| 21      | 210        | 25         | 760           | 210         | 10.5       |       |
| 22      | 220        | 25         | 760           | 220         | 11.0       |       |
| 23      | 230        | 25         | 760           | 230         | 11.5       |       |
| 24      | 240        | 25         | 760           | 240         | 12.0       |       |
| 25      | 250        | 25         | 760           | 250         | 12.5       |       |
| 26      | 260        | 25         | 760           | 260         | 13.0       |       |
| 27      | 270        | 25         | 760           | 270         | 13.5       |       |
| 28      | 280        | 25         | 760           | 280         | 14.0       |       |
| 29      | 290        | 25         | 760           | 290         | 14.5       |       |
| 30      | 300        | 25         | 760           | 300         | 15.0       |       |
| 31      | 310        | 25         | 760           | 310         | 15.5       |       |
| 32      | 320        | 25         | 760           | 320         | 16.0       |       |
| 33      | 330        | 25         | 760           | 330         | 16.5       |       |
| 34      | 340        | 25         | 760           | 340         | 17.0       |       |
| 35      | 350        | 25         | 760           | 350         | 17.5       |       |
| 36      | 360        | 25         | 760           | 360         | 18.0       |       |
| 37      | 370        | 25         | 760           | 370         | 18.5       |       |
| 38      | 380        | 25         | 760           | 380         | 19.0       |       |
| 39      | 390        | 25         | 760           | 390         | 19.5       |       |
| 40      | 400        | 25         | 760           | 400         | 20.0       |       |
| 41      | 410        | 25         | 760           | 410         | 20.5       |       |
| 42      | 420        | 25         | 760           | 420         | 21.0       |       |
| 43      | 430        | 25         | 760           | 430         | 21.5       |       |
| 44      | 440        | 25         | 760           | 440         | 22.0       |       |
| 45      | 450        | 25         | 760           | 450         | 22.5       |       |
| 46      | 460        | 25         | 760           | 460         | 23.0       |       |
| 47      | 470        | 25         | 760           | 470         | 23.5       |       |
| 48      | 480        | 25         | 760           | 480         | 24.0       |       |
| 49      | 490        | 25         | 760           | 490         | 24.5       |       |
| 50      | 500        | 25         | 760           | 500         | 25.0       |       |
| 51      | 510        | 25         | 760           | 510         | 25.5       |       |
| 52      | 520        | 25         | 760           | 520         | 26.0       |       |
| 53      | 530        | 25         | 760           | 530         | 26.5       |       |
| 54      | 540        | 25         | 760           | 540         | 27.0       |       |
| 55      | 550        | 25         | 760           | 550         | 27.5       |       |
| 56      | 560        | 25         | 760           | 560         | 28.0       |       |
| 57      | 570        | 25         | 760           | 570         | 28.5       |       |
| 58      | 580        | 25         | 760           | 580         | 29.0       |       |
| 59      | 590        | 25         | 760           | 590         | 29.5       |       |
| 60      | 600        | 25         | 760           | 600         | 30.0       |       |
| 61      | 610        | 25         | 760           | 610         | 30.5       |       |
| 62      | 620        | 25         | 760           | 620         | 31.0       |       |
| 63      | 630        | 25         | 760           | 630         | 31.5       |       |
| 64      | 640        | 25         | 760           | 640         | 32.0       |       |
| 65      | 650        | 25         | 760           | 650         | 32.5       |       |
| 66      | 660        | 25         | 760           | 660         | 33.0       |       |
| 67      | 670        | 25         | 760           | 670         | 33.5       |       |
| 68      | 680        | 25         | 760           | 680         | 34.0       |       |
| 69      | 690        | 25         | 760           | 690         | 34.5       |       |
| 70      | 700        | 25         | 760           | 700         | 35.0       |       |
| 71      | 710        | 25         | 760           | 710         | 35.5       |       |
| 72      | 720        | 25         | 760           | 720         | 36.0       |       |
| 73      | 730        | 25         | 760           | 730         | 36.5       |       |
| 74      | 740        | 25         | 760           | 740         | 37.0       |       |
| 75      | 750        | 25         | 760           | 750         | 37.5       |       |
| 76      | 760        | 25         | 760           | 760         | 38.0       |       |
| 77      | 770        | 25         | 760           | 770         | 38.5       |       |
| 78      | 780        | 25         | 760           | 780         | 39.0       |       |
| 79      | 790        | 25         | 760           | 790         | 39.5       |       |
| 80      | 800        | 25         | 760           | 800         | 40.0       |       |
| 81      | 810        | 25         | 760           | 810         | 40.5       |       |
| 82      | 820        | 25         | 760           | 820         | 41.0       |       |
| 83      | 830        | 25         | 760           | 830         | 41.5       |       |
| 84      | 840        | 25         | 760           | 840         | 42.0       |       |
| 85      | 850        | 25         | 760           | 850         | 42.5       |       |
| 86      | 860        | 25         | 760           | 860         | 43.0       |       |
| 87      | 870        | 25         | 760           | 870         | 43.5       |       |
| 88      | 880        | 25         | 760           | 880         | 44.0       |       |
| 89      | 890        | 25         | 760           | 890         | 44.5       |       |
| 90      | 900        | 25         | 760           | 900         | 45.0       |       |
| 91      | 910        | 25         | 760           | 910         | 45.5       |       |
| 92      | 920        | 25         | 760           | 920         | 46.0       |       |
| 93      | 930        | 25         | 760           | 930         | 46.5       |       |
| 94      | 940        | 25         | 760           | 940         | 47.0       |       |
| 95      | 950        | 25         | 760           | 950         | 47.5       |       |
| 96      | 960        | 25         | 760           | 960         | 48.0       |       |
| 97      | 970        | 25         | 760           | 970         | 48.5       |       |
| 98      | 980        | 25         | 760           | 980         | 49.0       |       |
| 99      | 990        | 25         | 760           | 990         | 49.5       |       |
| 100     | 1000       | 25         | 760           | 1000        | 50.0       |       |

Prepared by: [Name] Date: [Date]

Checked by: [Name] Date: [Date]

**1993 CASUAL BUDGET AND EXPENDITURES**

|                                          | 1993 BUDGET      | EXPENDITURES<br>AS OF SEPT 30/93 | EXPLANATION                                                                                                       |
|------------------------------------------|------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Central Depts. &amp; Area Offices</b> |                  |                                  |                                                                                                                   |
| - Admin. Services                        | 7,400            | 10,334                           | Replacement for illness in Mailroom. Early morning assistance - calling supply tchrs, clerical, E.A.'s            |
| - Computer Services                      | 67,750           | 64,583                           | IIS Project Assistance In Computer Services, Finance and HRD                                                      |
| - Director's Office                      | 4,700            | 905                              | Public Relations - replacement coverage                                                                           |
| - Ed Centre (General)                    | 2,000            |                                  |                                                                                                                   |
| - Finance                                | 36,000           | 7,917                            | Warehouse, Payroll, Budget, Purchasing Depts - illness replacement coverage, extra assistance                     |
| - Human Resources                        | 22,100           | 24,339                           | Job Descriptions, seniority lists, employ. equity/race relations - extra assistance, illness replacement coverage |
| - Program Departments                    | 222,160          | 188,314                          | Psych Testing, Kit Services, Christie Conserv. IPRC clerical assistance, Software Technicians (*see note below)   |
|                                          |                  |                                  | Accommodation assistance, Math co-op, Curriculum Clerical assistance, Palkin Library students                     |
| - Area 1 Office                          | 13,000           | 20,858                           | Long term illness coverage                                                                                        |
| - Area 2 Office                          | 5,000            | 3,126                            | Extra Assistance                                                                                                  |
| - Area 3 Office                          | 1,000            | 1,517                            | Extra Assistance                                                                                                  |
| - Area 4 Office                          | 5,000            | 3,127                            | Extra Assistance                                                                                                  |
| - Area 5 Office                          | 1,600            | 682                              | Extra Assistance                                                                                                  |
| <b>School Services</b>                   |                  |                                  |                                                                                                                   |
| - Student Assistance                     | 70,000           | 47,681                           | Textbook and Library Student Assistance                                                                           |
| - Elementary School Clerical             | 86,000           | 44,273                           | Replacement for illness and extra assistance                                                                      |
| - Secondary School Clerical              | 46,000           | 30,953                           | Replacement for illness and extra assistance                                                                      |
| - Equipment Repair                       | 22,000           | 12,376                           | Co-op Students                                                                                                    |
| <b>Regular Day School</b>                |                  |                                  |                                                                                                                   |
| - Student Assistance                     | 26,000           | 16,499                           | Science Labs and Tech Shops Student Assistance                                                                    |
| <b>Plant Operation</b>                   | 37,000           | 14                               | Extra assistance                                                                                                  |
| <b>Plant Maintenance</b>                 | 30,500           | 18,927                           | Maintenance Shop - Student Assistance                                                                             |
| <b>Other Operating</b>                   | 7,600            | 5,966                            | Community School Clerks, Mohawk Trail Museum                                                                      |
| <b>GRAND TOTAL</b>                       | <b>\$712,810</b> | <b>\$502,391</b>                 |                                                                                                                   |

\*Software Tech. - cost will be offset by perm payroll savings

Prepared by Human Resources  
Date: November 11, 1993



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1993 11 11

TO: The Chairman & Members  
Personnel and Organization Committee

FROM: Deborah Russon, Manager, Employee Relations  
Rick Binns, Superintendent of Human Resources

RE: O.M.E.R.S., Downsizing Plan 7

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**Background:**

In order to assist members and employers to achieve Social Contract targets, the OMERS Pension Board has allocated \$200 million of a projected plan surplus to pay for downsizing early retirement window supplementary benefits during the period of the Social Contract. Supplementary Agreements must be up to 2 years in duration (not to exceed the social contract period) and the cost of this agreement may be borne by the allocated \$200 million surplus. Although this plan has not received legislative approval, many Boards of Education and Municipalities are making application for these benefits.

In order to qualify for a Type 7 Downsizing Agreement, the Hamilton Board must have a formal approved downsizing or restructuring plan that meets the following criteria:

- (i) the plan was introduced as a result of financial pressures or constraints;
- (ii) the plan aims to reduce the Board's financial obligations by reducing the number of employees or the number of hours worked by employees;
- (iii) the plan includes early retirement guidelines and a restructuring plan setting out the manner in which the Board intends to carry out the downsizing.

A Type 7 Supplementary Agreement may cover all, or any classification of employees as determined by the Hamilton Board. It would be our recommendation that these benefits, at no cost to the Board, be offered to the following employee groups:

C.U.P.E., Local 1344  
O.S.S.T.F., Office and Technical Employees  
O.P.E.I.U., Office and Technical Employees  
O.P.E.I.U., Educational Assistants  
Professional Administrative Support Services Personnel  
Senior Management

Upon request, OMERS will send the Hamilton Board a list of members within these classifications who may qualify for the Type 7 benefit options. A request form has been completed and will be mailed in the morning. There is no commitment on behalf of the Board to enter into this plan until a Resolution is sent to OMERS. OMERS is recommending that we do not pass a Resolution until we receive a copy of the proposed agreement.



Page 2.

The benefit options available to employees under the Plan 7 are:

**Option "A"** - An unreduced early retirement pension may be paid to a member who has attained the age of 60, regardless of service.

**Option "B"** - An unreduced early retirement pension may be paid to a member between the ages of 55 and 64 whose age plus qualifying service equals 80.

**Option "C"** - Two alternatives are available:  
- proximity to age 60 or proximity to the 80 factor, whichever is the lesser.

**Option "D"** - A reduced or unreduced early retirement pension may be paid to a member who is within 15 years of the normal retirement age, or as early as age 50.

The Board may choose all or any combination of the four Type 7 Downsizing Benefit options.

Each Supplementary Agreement has a window of up to 2 years. Our recommendation would be to enter into a 2 year Agreement with OMERS to be effective from January 1, 1994 until December 31, 1995. It would be our intention to notify employees up front that we intend to close the window and withdraw from the OMERS Agreement if the allocated \$200 million from OMERS is exhausted.

**Issue:**

To share information with the Trustees with reference to OMERS downsizing Plan 7.

**Recommendation:**

1. That this report be received for information.
2. That a Resolution to enter into the OMERS Supplementary Downsizing Plan 7 be presented to the Board at the December, 1993, Personnel and Organization Meeting.

**Rationale:**

This report is designed to inform the Board as to the benefit options that OMERS is making available to employees and employers during a period of fiscal restraint. The benefit options that OMERS is trying to initiate have not received legislative approval at this time, however, it would be prudent for this Board to enter into an Agreement with OMERS to ensure that our employees are eligible for these benefits once legislative approval is granted. It is our understanding that OMERS is expecting approval in 4 to 6 weeks.

The purpose of implementing the OMERS Supplementary Downsizing Plan 7 is to assist the Board in achieving its Social Contract targets by providing early retirement opportunities for our employees.



1993 11 11

To: Chairman and Members  
Personnel and Organization Committee

From: R. Binns, Superintendent of Human Resources  
F. Cooke, Assistant Superintendent of Program  
S. Scarrow, Employment officer

Re: Redeployment of Educational Assistants - September, 1993

Report: Information

## BACKGROUND

Educational assistants are para-professionals, who complement the work of teachers in delivering programs in a variety of ways, to ensure equity of access and successful learning for all students.

Prior to September 1992, Educational Assistants were assigned to all Junior Kindergarten classes, all self-contained special education classes, the Writing to Read program and to individual exceptional students.

A Board motion of November 1992 approved the implementation of an alternative method for the deployment of Educational Assistants (Appendix A). An important feature of the deployment plan was the increased flexibility provided to principals and staff. This flexibility enabled them to design assignments that would better meet the needs of students, within the financial resources available. These revised procedures require Principals to submit applications that include identification of the students to be serviced and detailed schedules of activities to be performed (Appendix B). Area committees review submissions and approve, modify or deny the application to ensure equity across the system.

Since the implementation of the revised procedures, several verbal reports have been presented to trustees, indicating the progress made in accomplishing the redeployment target mandated by the motion of November 1992.

The attached (Appendix C) chart indicates the redeployment of assignments from June 30 to September 7, 1993.

## ISSUE

To provide trustees with information on the redeployment of Educational Assistants as per the procedures approved November 1992.



## RECOMMENDATION

That the report on the Redeployment of Educational Assistants be received for information.

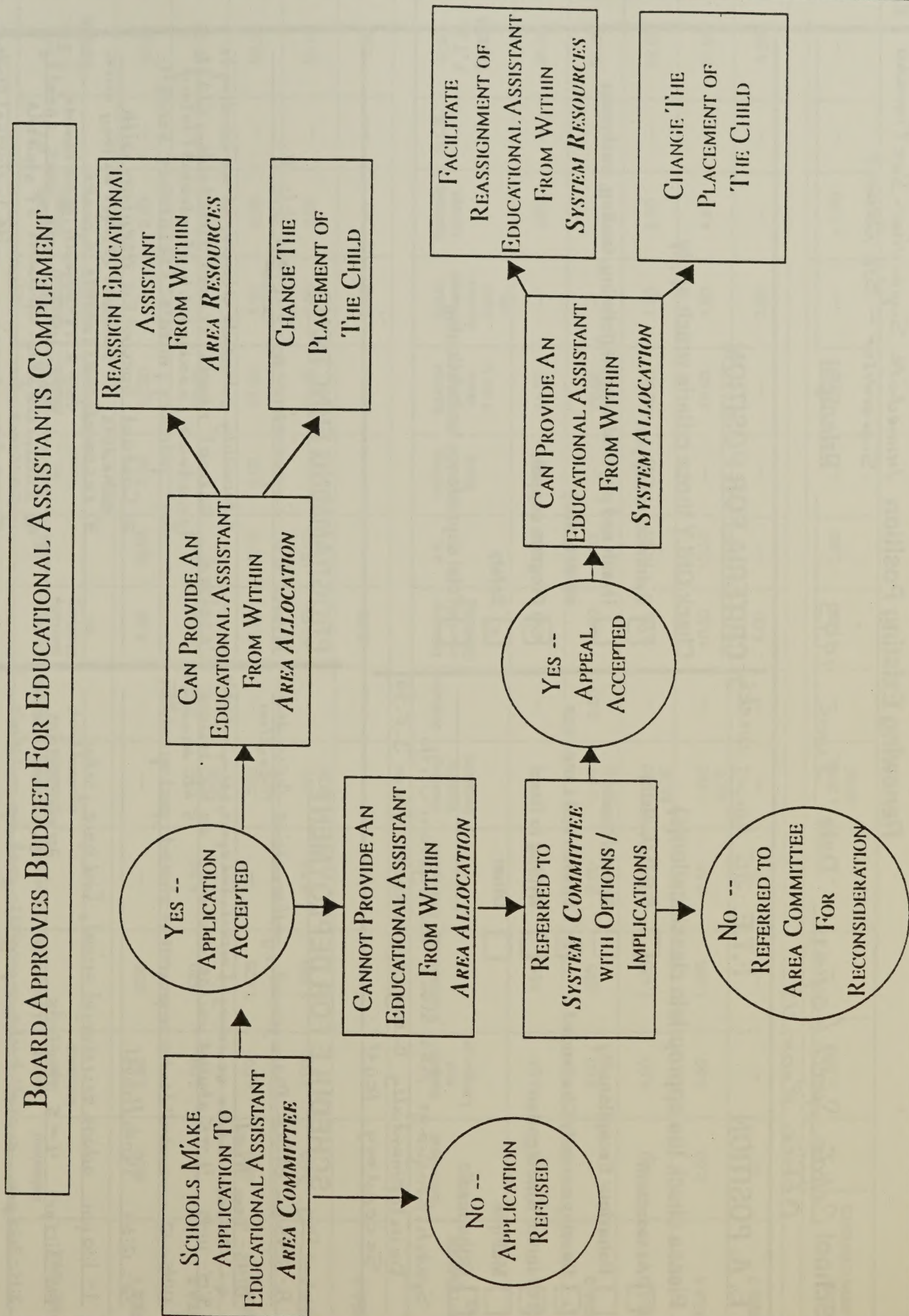
## RATIONALE

Increased flexibility in the design of assignments has been provided to principals and teachers, through the application of the revised deployment procedures.

Students' needs continue to be addressed through the application of the revised deployment procedures, within the financial resources available.

Support continues to be provided to teachers, in the delivery of programs to students.

# PROCESS FOR THE ALLOCATION OF EDUCATIONAL ASSISTANT SUPPORT





# E. A. ALLOCATION FORM

Renewing Existing Position Immediate Supervisor - Sue Troncho  
Supervisor - Bob Adams

Principal

Date June 1993

School Caledon Speech Language  
Office Room 117

S/K.P.

## E. A. POSITION

F.T.E. 35 hours weekly

Please check the appropriate classification(s)

- ☐ Assessment ☐ P.D.D./Aulistic
- ☐ Behaviour Exceptionality ☐ Special Needs
- ☒ Developmentally Challenged ☒ Speech and Language
- ☐ Junior Kindergarten ☐ Writing to Read
- ☐ Multiple ☐ Other
- ☐ Orthopaedic

Speech Language Assistant for System with  
Developmentally Delayed students from J.K.to  
Secondary levels.

## CRITERIA FOR POSITION

Check ONLY those criteria which apply

- ☒ Behavioural support
- ☐ Health and physical support (toileting, feeding, washroom access, etc.)
- ☒ Program support
- ☒ Safety
- ☐ Total dependence for functioning

## SCHEDULE FOR DEPLOYMENT

Caseload Day

8-8:45 am Office Management, gather materials for student sessions

8:45 - 9 am travel

9 - 9:10 am advise secretary of arrival, find space, set up materials

9:15 - 11:45 4 - 5 student practise sessions 20 min. sessions 5 min. documentation

11:45 - 12 consult teacher on progress of student, pack up materials

12 - 12:30 lunch/travel

1 - 1:10 pm advise secretary of arrival, find space, set up materials

1:10 - 3:15 pm 4 - 5 students 20 min. sessions 5 min. documentation

3:15 - 3:25 pm consult teacher on progress - pack up materials

3:25 - 3:30 pm pack up materials

## PROGRAMMING FUNCTIONS

Under the Supervision of System S/L P:

1) monthly schedule developed according to Caseload School needs, school timetable, class timetable, availability of student (color) for primary, middle, secondary schools.

2) Contact Special Ed reception with schedule or schedule changes as they arise

3) Research, assembly + make toy kits (objects), game boards, articulation cards, work sheets

4) documentation up-dates of student sessions for SLP.

5) practise sessions with individual students in quiet space, classroom or community

6) flexibility with schedule, students etc



# *E.A. DEPLOYMENT: EXPRESSED IN F.T.E. (EQUIVALENT HOURS)*

| JUNE 1993 | Behaviour | Speech and Language | Lunchroom | Orthopedic | Hearing Visually/ Impaired | Autistic | Develop- mentally Challeng ed | J.K.  | Writing to Read | Special Assign- ment (1 on 1) | Other General/ Assess- ment etc. | Multiple Except. | G.L.D. | E.A. F.T.E. Totals |
|-----------|-----------|---------------------|-----------|------------|----------------------------|----------|-------------------------------|-------|-----------------|-------------------------------|----------------------------------|------------------|--------|--------------------|
| AREA 1    | 6.00      | 3.50                | .856      | —          | —                          | —        | 4.00                          | 19.00 | 7.00            | 15.50                         | —                                | 2.00             | —      | 57.00              |
| AREA 2    | —         | 3.00                | .570      | 5.00       | 1.00 MOE                   | 3.00     | 12.00                         | 8.00  | —               | 26.00                         | —                                | —                | —      | 57.00              |
| AREA 3    | 4.00      | 4.50                | 1.425     | —          | .330 MOE                   | —        | 9.00                          | 15.50 | 4.00            | 18.50                         | 1.00                             | 2.00             | —      | 58.50              |
| AREA 4    | 2.00      | 3.00                | 1.280     | 6.50       | .250 MOE                   | —        | 10.50                         | 13.50 | —               | 19.50                         | 1.00                             | 3.00             | —      | 59.00              |
| AREA 7    | —         | —                   | —         | —          | —                          | —        | 2.00                          | —     | —               | —                             | 3.00                             | —                | —      | 5.00               |

| SEPTEMBER 1993 | Behaviour | Speech and Language | Lunchroom | Orthopedic | Hearing Visually/ Impaired | Autistic | Develop- mentally Challeng ed | J.K.  | Writing to Read | Special Assign- ment (1 on 1) | Other General/ Assess- ment etc. | Multiple Except. | G.L.D. | E.A. F.T.E. Totals |
|----------------|-----------|---------------------|-----------|------------|----------------------------|----------|-------------------------------|-------|-----------------|-------------------------------|----------------------------------|------------------|--------|--------------------|
| AREA 1         | 6.00      | 3.50                | .856      | —          | —                          | —        | 4.00                          | 18.00 | 7.00            | 14.50                         | —                                | 2.00             | —      | 55.00              |
| AREA 2         | —         | 3.00                | .285      | 5.00       | 2.00 MOE                   | 3.00     | 14.00                         | 8.00  | —               | 26.50                         | —                                | —                | —      | 59.50              |
| AREA 3         | 4.00      | 4.50                | 1.425     | —          | 1.330 MOE                  | —        | 9.00                          | 14.50 | 4.00            | 19.00                         | 1.00                             | 2.00             | —      | 58.00              |
| AREA 4         | 2.00      | 3.50                | 1.565     | 6.50       | 1.250 MOE                  | —        | 10.50                         | 13.50 | —               | 19.00                         | 1.00                             | 4.00             | —      | 60.00              |
| AREA 7         | —         | —                   | —         | —          | —                          | —        | 1.00                          | —     | —               | —                             | 3.00                             | —                | —      | 4.00               |

| TOTAL REDEPLOYMENTS | — | + .500 | — | — | + 2.75 MOE | — | +1.00 | - 2.00 | — | - .500 | — | + 1.00 | — | — |
|---------------------|---|--------|---|---|------------|---|-------|--------|---|--------|---|--------|---|---|
|---------------------|---|--------|---|---|------------|---|-------|--------|---|--------|---|--------|---|---|





1993 11 11

TO: The Chairman and Members  
Personnel and Organization Committee

FROM: R. W. Binns  
Superintendent of Human Resources

RE: **Revised Principal and Vice-Principal Selection Process**

**Background**

From the June 1993 Personnel and Organization Committee, a report was requested outlining a revised process for establishing pools of eligible candidates. There was some concern that the process for 1992 did not provide the trustees with an opportunity as to which candidates will be placed on the "approved list" for promotion. Furthermore, there was a suggestion that a time limit be placed upon the length of time that a candidate may reside in the pool. It was agreed that these concepts be discussed with the selection committee including input from the federations and a report be brought in November, 1993.

**Issue**

- To review the 1993 Principal/Vice-Principal Selection Process with respect to
  - (a) creating the "approved list for promotion" (pool)
  - (b) length of time in the pool

**Recommendation**

- That the revised process for selection Vice-Principal candidates for 1993 be approved and that the revisions be applied to the upcoming Principal process.

**Rationale**

The selection committee revised the 1993 process to provide for the Board the ability to decide which candidates will be placed on the "approved list for promotion" (pool). The committee deliberated upon the question about placing time limits on candidates placed in the pools, as had been done in former years, and it is the committee's opinion that this would not be received favourably nor considered "fair" by the general teacher populations, mainly for the following reasons:

- (a) Time limits force candidates back through a process which they have already successfully completed.
- (b) Candidates on "the approved lists" are appointed within 2-3 years.
- (c) Placing time limits on the candidates allows the system to renege on appointing a particular candidate who is eligible.



The committee developed the following procedural change which it believes is significant. The candidate may complete the process for eligibility but they can only be put on the approved list by the Board. The previous procedure (1992) permitted candidates to be automatically placed on the list upon successful completion of the process. The new process also ensures that the final appointment from the approved list is a Board decision.

**Process for 1993**

*The next process for selecting the vice-principal candidates will begin in October, 1993. Upon successful completion of the process, the names of applicants will be recommended to the Board Personnel & Organization Committee as candidates considered **eligible** for approval. Each time, the Board will establish a list of candidates **approved** for promotion. As positions become available, names will be recommended to the Board for **appointment** from the list. Candidates who are placed on the "approved list" will not be required to repeat this process and each list will be depleted before the next is used.*

**Process for 1992**

*The process for selecting the vice-principal candidates will begin in October, 1992. On completion of the process, the names of applicants deemed to be ready to assume the position will be placed on a list of those eligible for promotion. As positions become available, names will be recommended for appointment from this list to the appropriate Board Committee. Successful candidates will remain on the promotion list until approved.*

A list of Vice-Principal candidates, who have successfully completed the four stage selection process, will be brought to the December Personnel and Organization Committee as candidates considered **eligible** for approval. At that time, the Board will establish the list of candidates **approved** for promotion.

Similarly, a list of Principal candidates, who have successfully completed the selection process, will be brought to the May 1994 Personnel and Organization Committee as candidates considered eligible for approval.

All three teacher federations and both Principal organizations were involved in and support these decisions.



|                                  |                                                                                                                         |       |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------|
| <h1>ACADEMIC<br/>MEMORANDUM</h1> | September 1993                                                                                                          | AM006 |
|                                  | Promotion Policy and Procedures for the Positions of<br><b>VICE-PRINCIPAL OF ELEMENTARY<br/>&amp; SECONDARY SCHOOLS</b> |       |
|                                  | 1993-1994                                                                                                               |       |

## PHILOSOPHY

The Board of Education for the City of Hamilton recognizes the critical importance of appointing the best qualified persons to positions of added responsibility. In order to ensure that this philosophy is implemented with respect to the selection of strong leaders to the position of vice-principal, a comprehensive promotion process has been very successful in identifying strong candidates for this position and has, as well, assisted individuals to grow personally and professionally.

## PROCESS FOR 1993

The next process for selecting the vice-principal candidates will begin in October, 1993. Upon successful completion of the process, the names of applicants will be recommended to the Board Personnel & Operations Committee as candidates considered **eligible** for approval. Each time, the Board will establish a list of candidates **approved** for promotion. As positions become available, names will be recommended to the Board for **appointment** from the list. Candidates who are placed on the "approved list" will not be required to repeat this process and each list will be depleted before the next list is used.

The selection process will consist of four components with assigned values as indicated.

An entry plan will be required from candidates who proceed to the personal interview.

1. **CANDIDATE'S EXPERIENCE AND QUALIFICATIONS** 25 points
2. **CANDIDATE'S LEADERSHIP PROFILE** 25 points

The purpose of the candidate's leadership profile is to provide an opportunity for the candidate to outline their growth and leadership experiences as related to the role of Vice-Principal. This profile will be analyzed to evaluate the skills and attitudes of the candidate as well as the depth and range of their experiences as leaders.

### *Principal's Role*

In preparation for the supervisory officer's evaluation, the principal shall review with the candidate the "Competencies of the Ideal School Administrator" (see Posting). A principal or supervisor shall act as an advocate.



***Holistic Scoring***

Names will be removed from the profiles and they will be scored holistically by a team of principals trained in these procedures. (Maximum 15 points)

***Superintendent's Role***

The superintendent will review the profile with the candidate and advocate. He/she will give the candidate an opportunity to provide additional information. An evaluation will be made by the superintendent. (Maximum 10 points).

***Recommendation***

A recommendation will be made by the Superintendent regarding continuation in the process. Should the recommendation be negative then written suggestions for further growth will be provided. Candidates with a positive recommendation will proceed to the Assessment Centre stage.

3. **ASSESSMENT CENTRE** 25 points

The Assessment Centre provides candidates with an assessment of their skills in such areas as those listed in the "Competencies of the Ideal School Administrator" (see Posting). Selected candidates for the position of vice-principal will attend.

A short list will be developed prior to the interview which will be a reflection of the candidate's assessment to that point in the promotion procedure and the needs of the system.

4. **ENTRY PLAN**

Each candidate who proceeds to the personal interview stage of the process is required to submit an entry plan for a school to which he or she may be assigned. This entry plan should be submitted to the Superintendent of Human Resources. It will be included in the package of information that is forwarded to the interview team and a question will be asked addressing the candidate's entry plan.

5. **PERSONAL INTERVIEW** 25 points

The individual personal interview is designed to assess the candidate's skills with respect to the same competencies as indicated above. Candidates completing the interview will receive a written summary report.

**PROCEDURE**

1. Job Postings giving specific details with respect to basic requirements for vice-principals are attached.
2. A general information meeting will be held on Tuesday, September 28, 1993, 4:15 p.m. at Sanford Avenue School. The purpose of this meeting will be to answer the questions of prospective candidates about the process.
3. All completed Experience and Qualifications Forms and Leadership Profiles will be due Thursday, October 7, 1993.



4. The profile will be scored holistically by a team of principals and used in conjunction with the discussions that take place among the candidate, the superintendent and the principal, to determine the superintendent's evaluation.
5. The superintendents' recommendation will be forwarded to the Superintendent of Human Resources by Friday, October 22, 1993.

6. **ASSESSMENT CENTRE**

The Assessment Centre will be conducted for selected vice-principal candidates at Canterbury Hills during the week of November 8, 1993. The number of candidates selected for this activity will be a reflection of the candidate's assessment to this point in the promotion procedure and the needs of the system.

**NOTE:**

- ◇ Access to the Assessment Centre is limited to two attempts.
- ◇ Administrative Council may grant a third opportunity based on evidence of successful completion of a personal growth plan and only after a 2 year interval.
- ◇ A score of 85% or better may be carried for up to 3 years without returning to the Assessment Centre.

7. **ENTRY PLAN**

The entry plan, which will form part of the information data for those candidates proceeding to the personal interview, should be forwarded to the Superintendent of Human Resources by Friday, November 26, 1993. Please forward one original and five copies.

8. **INDIVIDUAL PERSONAL INTERVIEWS**

Selected candidates will be interviewed during the week of December 6, 1993. Successful candidates will be informed about location, date and time of interviews.

9. **ELIGIBLE FOR PROMOTION LIST ("POOL")**

The names of candidates who are recommended to be promoted to the position of vice-principal will be taken to the Board Personnel & Organization Committee to be placed on an "Eligible for Promotion List". As positions become available, individuals from this "pool" will be recommended to the Board for promotion.

**NOTE:** Candidates placed on the "Eligible for Promotion List" as a result of this year's promotion process will only be considered for promotion once those candidates presently on the list have been promoted.

10. Candidates wishing to have personal evaluative feedback on the various components of the process must contact the appropriate superintendent prior to the Christmas break to make an appointment. The intention is to give the detailed feedback to the candidates after the whole process has been completed.



Academic Memorandum

-4-

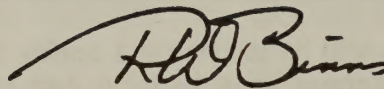
September, 1993

We appreciate the interest, understanding and extensive work that many individuals in our system have exhibited in assisting us in our attempts to select the best possible candidates for these positions.

Candidates are reminded that as noted in AM 023, December, 1988, both parts of the Principals' Course must be completed before candidates are eligible to apply.

**CANDIDATES FOR THE POSITION OF PRINCIPAL**

A separate Academic Memorandum outlining the year's process for selection of candidates for the position of principal will be issued by December 31, 1993.



R. Binns  
Superintendent of Human Resources

/mb

# PLEASE POST

## THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

The Education Centre

Applications are invited for the position of:

### ACTING VICE-PRINCIPAL OF AN ELEMENTARY SCHOOL

#### Basic Requirements:

An applicant must have:

1. Had a minimum of ten years teaching experience
2. Completed the Principals' Course, Session II, before October 1, 1993

#### Competencies of the Ideal School Administrator:

The following competencies will be utilized throughout various stages of the process as criteria to evaluate candidates:

- |                               |                             |
|-------------------------------|-----------------------------|
| • COMMUNICATION SKILLS        | • LEADERSHIP AWARENESS      |
| • CURRICULUM MANAGEMENT       | • LEADERSHIP BEHAVIOUR      |
| • EVALUATION                  | • ORGANIZATIONAL MANAGEMENT |
| • FISCAL MANAGEMENT           | • PERSONAL GROWTH           |
| • GROUP PROCESSES             | • POLITICAL MANAGEMENT      |
| • KNOWLEDGE OF CHANGE PROCESS | • PROBLEM SOLVING           |

#### Applications:

Applicants for this position are asked to complete the attached "APPLICATION", and "Experience and Qualifications Form" as well as to develop a "Candidate's Leadership Profile".

Note Curricula Vitae and resumes are not to be submitted.

Please forward your completed Application, Experience and Qualifications Form and Candidate's Leadership Profile to the Superintendent of Human Resources by Thursday, October 7, 1993. Blank forms are available from the Office of the Superintendent of Human Resources (521-2504).



# ANY ELEMENTARY SCHOOL

## Kindergarten

An applicant must have:

1. Had a minimum of two years teaching experience
2. Completed the Kindergarten Course before October 1, 1981

## Competencies of the Ideal Kindergarten Administrator

The following competencies will be utilized throughout various stages of the process as shown in various positions:

- Communication Skills
- Leadership
- Planning
- Problem Solving
- Supervision
- Evaluation
- Research
- Collaboration
- Organization
- Management
- Innovation
- Flexibility
- Creativity
- Initiative
- Teamwork
- Accountability
- Customer Service
- Conflict Resolution
- Decision Making
- Time Management
- Resource Management
- Quality Improvement
- Professional Development
- Community Relations
- Public Relations
- Fundraising
- Marketing
- Sales
- Customer Satisfaction
- Employee Satisfaction
- Student Satisfaction
- Parent Satisfaction
- Community Satisfaction
- Overall Satisfaction

## Application

Applicants for this position are asked to complete the attached APPLICATION / and Experience and Qualifications form, as well as to provide a Teacher's Certificate.

NOTE: Complete form and resume are due to be submitted.

Please forward your completed Application, Experience and Qualifications form and Candidate's Leadership Profile to the Superintendent of Schools, District of Columbia, Office of the Superintendent of Schools, 400 Maryland Avenue, N.E., Washington, D.C. 20002. Please note the deadline of Thursday, October 1, 1981. Thank you for your interest in the District of Columbia Department of Education. (202) 555-5044.

# PLEASE POST

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

The Education Centre

Applications are invited for the position of:

## ACTING VICE-PRINCIPAL OF A SECONDARY SCHOOL

### Basic Requirements:

An applicant must have:

1. Had a minimum of ten years teaching experience
2. Completed the Principals' Course, Session II, before October 1, 1993.

### Competencies of the Ideal School Administrator:

The following competencies will be utilized throughout various steps of the process as criteria to evaluate candidates:

- |                               |                             |
|-------------------------------|-----------------------------|
| • COMMUNICATION SKILLS        | • LEADERSHIP AWARENESS      |
| • CURRICULUM MANAGEMENT       | • LEADERSHIP BEHAVIOUR      |
| • EVALUATION                  | • ORGANIZATIONAL MANAGEMENT |
| • FISCAL MANAGEMENT           | • PERSONAL GROWTH           |
| • GROUP PROCESSES             | • POLITICAL MANAGEMENT      |
| • KNOWLEDGE OF CHANGE PROCESS | • PROBLEM SOLVING           |

### Applications:

Applicants for this position are asked to complete the attached "APPLICATION", and "Experience and Qualifications Form" as well as to develop a "Candidate's Leadership Profile".

**Note:** Curricula Vitae and resumes are not to be submitted.

Please forward your completed Application, Experience and Qualifications Form and Candidate's Leadership Profile to the Superintendent of Human Resources by **Thursday, October 7, 1993**. Blank forms are available from the Office of the Superintendent of Human Resources (521-2504).





# APPLICATION

CANDIDATE'S NAME: \_\_\_\_\_

CANDIDATE'S SCHOOL: \_\_\_\_\_

## QUALIFICATIONS

**SPECIALIST CERTIFICATE(S) (Identify)**

---



---



---

Please check appropriate boxes.

|                                                      |                          |  |
|------------------------------------------------------|--------------------------|--|
| Masters of Education (Or Related Masters Degree)     | <input type="checkbox"/> |  |
| Doctorate of Education (Or Related Doctorate Degree) | <input type="checkbox"/> |  |
| Supervisory Officers Certification                   | <input type="checkbox"/> |  |
| Leadership Course                                    | <input type="checkbox"/> |  |
| Principal's Certificate                              | <input type="checkbox"/> |  |
| - Part I                                             | <input type="checkbox"/> |  |
| - Part II                                            | <input type="checkbox"/> |  |

Other Education Related Certificates (List)

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***\*Attach a copy of your Ontario Teachers' Record Card to this application.***

*Please list the names of any three educational leaders who can verify your experience listings.*

**NAME**

**CURRENT POSITION/LOCATION**

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## WAIVER

Pursuant to the section of the Municipal Freedom of Information and Protection of Privacy Act, 1989, I, \_\_\_\_\_ authorize the Board of Education for the City of Hamilton to contact the persons or organizations listed herein for the purpose of obtaining reference information. This information will be used for determining my suitability for the position.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## TEACHING EXPERIENCES

[illegible]



NAME: \_\_\_\_\_

## EXPERIENCE & QUALIFICATIONS ELEMENTARY VICE-PRINCIPAL

### I. EXPERIENCE "A"

The years applied in this section are NOT to overlap each other. The total years applied can not exceed your total years experience. Part time assignments should be calculated with the assignment figure used.

|                            |                                 |                                       |
|----------------------------|---------------------------------|---------------------------------------|
| PRIMARY CLASSROOM          | 1 x _____ yrs. = _____ (max. 3) | eg. J.K., S.K., Gr. 1-3 (not Sp.Ed.)  |
| JUNIOR CLASSROOM           | 1 x _____ yrs. = _____ (max. 3) | eg. Gr. 4-6 (not middle school subj.) |
| INTERMEDIATE CLASSROOM     | 1 x _____ yrs. = _____ (max. 3) | eg. Gr. 7-8, middle school subject    |
| TEACHER-LIBRARIAN          | 1 x _____ yrs. = _____ (max. 3) |                                       |
| ITINERANT TEACHER          | 1 x _____ yrs. = _____ (max. 3) | eg. Core Fr/Eng, P-J Mus/PE, ESL      |
| SELF-CONTAINED SPEC. ED.   | 1 x _____ yrs. = _____ (max. 3) | eg. SLD, GLD, TR, Orth, Sp. Lang      |
| L.R.T./S.E.R.T.            | 1 x _____ yrs. = _____ (max. 3) |                                       |
| SPECIAL ASSIGNMENT _____ * | 1 x _____ yrs. = _____ (max. 3) | eg. Area Sp.Assignment, ACES, GLRT    |
| SECONDARY SCHOOL           | 1 x _____ yrs. = _____ (max. 2) | eg. composite or vocational assign.   |
| OTHER _____ *              | 1 x _____ yrs. = _____ (max. 2) | eg. DND                               |

\* For these lines, an explanation and validation support must be attached in order to be considered.

TOTAL YRS. \_\_\_\_\_ TOTAL (Max. 12)

### II. EXPERIENCE "B"

The years of experience applied in this section may overlap with each other or those applied in Experience "A".

|                                              |                                   |  |
|----------------------------------------------|-----------------------------------|--|
| CURRICULUM COORDINATOR                       | 1.5 x _____ yrs. = _____ (max. 4) |  |
| CONSULTANT                                   | 1 x _____ yrs. = _____ (max. 3)   |  |
| ADJUSTMENT COUNSELLOR/CONSULTANT             | 1 x _____ yrs. = _____ (max. 3)   |  |
| PRINCIPAL'S ASSISTANT                        | 1 x _____ yrs. = _____ (max. 3)   |  |
| PROGRAM LEADER                               | 1 x _____ yrs. = _____ (max. 3)   |  |
| COMPENSATORY EDUCATION SCHOOL                | 1 x _____ yrs. = _____ (max. 2)   |  |
| ADULT EDUCATION/NIGHT SCHOOL *               | .5 x _____ yrs. = _____ (max. 1)  |  |
| SUMMER SCHOOL/SKILL SCHOOL *                 | .5 x _____ yrs. = _____ (max. 1)  |  |
| MINISTRY COURSE INSTRUCTOR *                 | .5 x _____ yrs. = _____ (max. 1)  |  |
| EXTERNAL EDUCATIONAL LEADERSHIP EXPERIENCE * | .5 x _____ yrs. = _____ (max. 1)  |  |

\* For these lines, an explanation and validation support must be attached in order to be considered.

TOTAL \_\_\_\_\_ (Max. 10)

EXPERIENCE "A" = \_\_\_\_\_

EXPERIENCE "B" = \_\_\_\_\_

TOTAL (Page 1) \_\_\_\_\_ x 1.3 = \_\_\_\_\_ (Max 28)



### III. EDUCATIONAL INVOLVEMENT (VOLUNTARY)

#### (A) SCHOOL CONTRIBUTIONS (Leadership Roles)

##### (I) Students

| Activity | Your Role | Dates |
|----------|-----------|-------|
| _____    |           |       |
| _____    |           |       |
| _____    |           |       |
| _____    |           |       |

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

##### (II) Staff Non-Federation

| Activity | Your Role | Dates |
|----------|-----------|-------|
| _____    |           |       |
| _____    |           |       |
| _____    |           |       |
| _____    |           |       |

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 1)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 1)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 1)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 1)

|                     |
|---------------------|
| TOTAL ____ (MAX. 6) |
|---------------------|

|                     |
|---------------------|
| TOTAL ____ (MAX. 2) |
|---------------------|

#### (B) FEDERATION

President

Chief Negotiator

Other Leadership Roles in the Federation (List)

Dates

1 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

1 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

\_\_\_\_ (Max..5)

\_\_\_\_ (Max..5)

\_\_\_\_ (Max..5)

\_\_\_\_ (Max..5)

|                     |
|---------------------|
| TOTAL ____ (MAX. 3) |
|---------------------|

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

.5 x \_\_\_\_ yrs. = \_\_\_\_ (Max. 2)

|                     |
|---------------------|
| TOTAL ____ (MAX. 6) |
|---------------------|

\_\_\_\_ (Max. .5)

\_\_\_\_ (Max. .5)

\_\_\_\_ (Max. .5)

\_\_\_\_ (Max. .5)

|                     |
|---------------------|
| TOTAL ____ (MAX. 2) |
|---------------------|

\_\_\_\_ (Max. 1)

\_\_\_\_ (Max. 1)

\_\_\_\_ (Max. 1)

\_\_\_\_ (Max. 1)

|                     |
|---------------------|
| TOTAL ____ (MAX. 3) |
|---------------------|

#### (C) SYSTEM LEADERSHIP ROLES (List)

Dates

#### (D) OTHER PROFESSIONAL CONTRIBUTIONS (List)

Dates

#### (E) COMMUNITY LEADERSHIP ROLES (Be specific)

Dates

SUMMARY: TOTAL PAGE 1: \_\_\_\_\_

TOTAL PAGE 2: \_\_\_\_\_

GRAND TOTAL: \_\_\_\_\_

÷ 2 =

/ 25



NAME: \_\_\_\_\_

## EXPERIENCE AND QUALIFICATIONS SECONDARY VICE-PRINCIPAL

### I. EDUCATIONAL EXPERIENCE

*Please fill in the blanks with the information requested for each section.*

SECONDARY SCHOOL EXPERIENCE: Name the Schools

\_\_\_\_\_ 1 \_\_\_\_\_  
 \_\_\_\_\_ 1 \_\_\_\_\_  
 \_\_\_\_\_ 1 \_\_\_\_\_

TOTAL \_\_\_\_\_ (MAX. 3)

SUBJECT EXPERIENCE: Inside or outside your department.

\_\_\_\_\_ 1 \_\_\_\_\_  
 \_\_\_\_\_ 1 \_\_\_\_\_  
 \_\_\_\_\_ 1 \_\_\_\_\_

TOTAL \_\_\_\_\_ (MAX. 3)

SPECIAL AND DIVISION EXPERIENCE: Identify.

*Intermediate:* \_\_\_\_\_ 1 \_\_\_\_\_

*Senior:* \_\_\_\_\_ 1 \_\_\_\_\_

*O.A.C.:* \_\_\_\_\_ 1 \_\_\_\_\_

*Vocational* \_\_\_\_\_ 1 \_\_\_\_\_

*Elementary:* \_\_\_\_\_ .5 \_\_\_\_\_

*Curriculum Writing:* \_\_\_\_\_ .5 \_\_\_\_\_

*Special Assignment:* \_\_\_\_\_ .5 \_\_\_\_\_

*System: (List)* \_\_\_\_\_ .5 \_\_\_\_\_

*Other: (Explain)* \_\_\_\_\_ .5 \_\_\_\_\_

TOTAL \_\_\_\_\_ (MAX. 6)

EDUCATIONAL EXPERIENCE TOTAL \_\_\_\_\_ (MAX. 12)

### II. POSITIONS OF ADDED RESPONSIBILITY

*Curriculum Coordinator* 1.5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 3)

*Consultant* 1 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 3)

*Vocational Assistant* 1 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 3)

*Department Head* 1 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 3)

*Assistant Department Head* .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

*Program Leader* .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

*Supervisor, Evening School* .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

*Principal, Summer School* .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

*External Educational Leadership Experience\** .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

*Other (Explain):* \_\_\_\_\_ .5 x \_\_\_\_\_ Yrs = \_\_\_\_\_ (Max. 2)

\* For these lines, an explanation and validation support must be attached in order to be considered.

POSITIONS OF ADDED RESPONSIBILITY TOTAL \_\_\_\_\_ (Max. 16)



### III. EDUCATIONAL INVOLVEMENT (VOLUNTARY)

#### (A) SCHOOL CONTRIBUTIONS (Leadership Roles)

##### (I) Students

Activity

Your Role

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

|                      |
|----------------------|
| TOTAL _____ (MAX. 6) |
|----------------------|

##### (II) Staff Non-Federation

Activity

Your Role

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 1)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 1)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 1)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 1)

|                      |
|----------------------|
| TOTAL _____ (MAX. 2) |
|----------------------|

#### (B) FEDERATION

President

Chief Negotiator

Other Leadership Roles in the Federation (List)

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

1 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

1 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

\_\_\_\_\_ (Max..5)

\_\_\_\_\_ (Max..5)

\_\_\_\_\_ (Max..5)

\_\_\_\_\_ (Max..5)

|                      |
|----------------------|
| TOTAL _____ (MAX. 3) |
|----------------------|

#### (C) SYSTEM LEADERSHIP ROLES (List)

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

.5 x \_\_\_\_\_ yrs. = \_\_\_\_\_ (Max. 2)

#### (D) OTHER PROFESSIONAL CONTRIBUTIONS (List)

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

\_\_\_\_\_ (Max. .5)

\_\_\_\_\_ (Max. .5)

\_\_\_\_\_ (Max. .5)

\_\_\_\_\_ (Max. .5)

|                      |
|----------------------|
| TOTAL _____ (MAX. 2) |
|----------------------|

#### (E) COMMUNITY LEADERSHIP ROLES (Be specific)

Dates

|       |       |       |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

\_\_\_\_\_ (Max. 1)

\_\_\_\_\_ (Max. 1)

\_\_\_\_\_ (Max. 1)

\_\_\_\_\_ (Max. 1)

|                      |
|----------------------|
| TOTAL _____ (MAX. 3) |
|----------------------|

SUMMARY: TOTAL PAGE 1: \_\_\_\_\_

TOTAL PAGE 2: \_\_\_\_\_

GRAND TOTAL: \_\_\_\_\_

÷ 2 =

/ 25



## **CANDIDATE'S LEADERSHIP PROFILE**

*Please outline the significant leadership experiences and achievements beyond the classroom, which you believe have prepared you for the role of vice-principal. State why you perceive the experiences significant in developing the skills of a school administrator.*

*Be prepared to discuss the profile with your principal and superintendent.*

*(Please complete this on a maximum of TWO separate typewritten pages - 8 1/2 x 11.)*



EXAMINING THE RESEARCH

It is the purpose of this report to examine the research and to determine whether the research is valid and reliable. The research is based on the following assumptions:

The research is based on the following assumptions:

The research is based on the following assumptions:

The research is based on the following assumptions:

The research is based on the following assumptions:

The research is based on the following assumptions:

The research is based on the following assumptions:

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 11 11

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

### **ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

#### **1. PROBATIONARY STAFF APPOINTMENTS** Nil

#### **2. PERMANENT STAFF APPOINTMENTS**

(b) (i) That Gordon R. Flis, Educational Assistant, be appointed to the Permanent Staff (Educational and Lunchroom Assistant Staff), effective 1993 10 20, with salary according to salary schedule.  
(Contract Compliance - no increase in f.t.e.)

(ii) That the effective date of the appointment of Sherry Blenkhorn, Educational Assistant, to the Permanent Staff (Educational and Lunchroom Assistant Staff), approved at the October Meeting, be changed to become effective 1993 05 14.

#### **3. PROMOTIONS**

(a) (i) That James Mackrory be appointed to the position of Acting Principal of an Elementary School, effective 1994 01 01, with salary according to the salary schedule. (Replacement)

(ii) That Kathryn Brink be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1994 01 01, with salary according to the salary schedule. (Replacement)

#### **4. INTERNAL APPOINTMENTS**

(a) That the appointment of Maxine Martineau (E) to the position of Special Education Consultant - Area 1, be extended, effective 1993 10 19 to 1994 06 30, with salary according to the salary schedule.

#### **5. TIMETABLE CHANGES** - Nil

#### **6. RETIREMENTS**

(a) (i) That the resignation of Kenneth Wallace, Elementary School Principal, for the purpose of retirement, effective 1993 12 31, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid.

Geraldine Dunn (E), 1994 06 30  
Edward Supyk (S), 1994 01 28



(b) That the resignation of Theresa Seguin, for the purpose of retirement from the position of Guidance Secretary (Secondary School Clerical and Secretarial Staff) effective 1993 12 31, be accepted with regret and the Board's gratuity be paid.

## **7. LEAVING EMPLOYMENT**

(b) That the date for the following staff to leave the employ of the Board be approved:

Marjorie Hesk (Educational and Lunchroom Assistant Staff), 1993 10 31

## **8. LEAVES**

### **Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Carrie Collins (S), 1994 01 31 to 1994 08 31

Paula Gallant (S), 1994 01 03 to 1994 08 31

Donna Kehoe (E), 1994 01 03 to 1995 08 31

Jane Sherwood (E), 1993 02 04 to 1993 12 31

(b) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Elizabeth Rinas (Special Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 09 01 to 1994 04 29

### **Leave Extension**

(a) That the requests of the following teachers for an extension of their Leave of Absence, effective as shown, be granted:

Mary Frankum (S), 1993 11 01 to 1993 11 13

Kathryn Goodin (E), 1993 11 24 to 1994 03 18

Christine Tate (E), 1993 12 06 to 1993 12 31

### **Return from Leave of Absence**

(a) That the following teachers be returned from their Leave of Absence and assigned teaching duties as shown, with salary according to the salary schedule:

David Crouch (E), 1993 11 08

Mary Frankum (S), 1993 11 15

Eleanor Gallagher (S), 1993 11 29

Laima Pohl (S), 1994 01 28

### **Leave of Absence - Date Change**

(a) That the effective dates of the Leave of Absence granted to Helen Senson D'Addario (E), at a previous meeting be changed to 1993 10 04 to 1994 04 08.

## **9. LONG TERM OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Katherine Ammendolia (E), 1993 09 28 to further notice

Christine Columbus-Berta (E), 1993 10 07 to 1994 04 08

Joanne Crawford (E), 1993 09 08 to 1994 01 28  
Janette Heaven (E), 1993 10 04 to further notice  
Helen Jovanovic (E), 1993 09 24 to 1993 11 05  
Julie Marshman-MacCuish (S), 1993 09 07 to further notice (2/3)  
Lorraine Oliver (E), 1993 09 07 to further notice (.5)  
Ruth Purdy (E), 1993 10 20 to further notice  
Kimberley Richardson (E), 1993 10 14 to further notice  
Alice Ronhaar (E), 1993 09 28 to further notice (.5)  
Doris Smith (E), 1993 09 20 to further notice  
Denise White (E), 1993 09 22 to further notice (.5)

**10. OTHERS**

(a) That David Gallagher be returned to the position of Elementary School Principal and be transferred from the Secondary Panel to the Elementary Panel, effective 1994 01 01, with salary according to the salary schedule. **(Replacement)**

Respectfully submitted,

D. W. Goodridge,  
Director of Education  
and Secretary

kd





REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Beryl Burgoyne (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)  
Joseph Hammill (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

(b) That the effective dates of the Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") granted to John Kirkland (S) at the September meeting be changed to 1997 09 01 to 1998 06 30 (1997-98 School Year).



REPORT ON THE 1954-55 YEAR

1. That approval be granted for the payment of the following amounts for  
expenses of the Board of Directors for the year ending 31st March 1955, being the  
financial year, subject to the following conditions:

(a) That the amount of £1,000 be paid to the Chairman of the Board of Directors for his services during the year ending 31st March 1955, being the financial year.

(b) That the amount of £500 be paid to the Secretary of the Board of Directors for his services during the year ending 31st March 1955, being the financial year.

URBAN/MUNICIPAL  
CA4 ON HBL W26  
A36  
1993

## A G E N D A

### PERSONNEL & ORGANIZATION COMMITTEE

1993 12 09

Confirmation of the minutes of the regular meeting of 1993 11 11 and special meeting of 1993 11 18.

#### GENERAL

##### BUSINESS ARISING OUT OF THE MINUTES:

1. Verbal Update - Occupational Health and Safety
2. Attendance Management Guidelines - To be deferred to P&O 03.94
3. Report re O.M.E.R.S. (Ontario Municipal Employees Retirement System)  
Downsizing Plan 7 Pages 1 to 2

##### NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 3 to 4
2. (a) Staffing Report Page 5  
(b) Report on Supply Teachers Pages 6 to 7
3. Change in Carrier for Employee Benefit Coverages Pages 8 to 11

#### ELEMENTARY/SECONDARY

##### NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 12 to 14
2. Report on Elementary School Average Class Size Pages 15 to 22

URBAN M...  
DEC 7 1993  
GOVERNMENT DOCUMENTS





1993 12 09

**TO:** The Chairman and Members  
Personnel and Organization Committee

**FROM:** Deborah Russon, Manager, Employee Relations  
Rick Binns, Superintendent of Human Resources

**RE:** O.M.E.R.S. (Ontario Municipal Employees Retirement  
System) Downsizing Plan 7

**REPORT CLASSIFICATION:** Decision

---

**BACKGROUND:**

At the 1993 11 11 meeting of the Personnel and Organization Meeting, Human Resources Services brought a report before the Trustees explaining the OMERS Downsizing Plan 7. The report was designed to inform Board members of the benefit options OMERS was making available to employees and employers during the period of the Social Contract.

The Type 7 Supplementary Agreement would cover the following classifications of employees:

- (i) C.U.P.E., Local 1344 (Cleaning, Cooking, Caretaking and Maintenance Employees)
- (ii) O.S.S.T.F., Office, Clerical and Technical Employees (secretarial, office and technical employees located in elementary and vocational secondary schools, the Education Centre and 220 Dundurn Street)
- (iii) O.P.E.I.U., Office and Technical Employees (secretarial, clerical and technical employees located in composite secondary schools)
- (iv) O.P.E.I.U., Educational Assistants
- (v) P.S.S.P. (Social Workers, Psychoeducational Consultants, Speech/Language Pathologists and Adjustment Consultants)
- (vi) Professional Administrative Support Services (Managers, Supervisors, Administrative Assistants, Site Leaders, Field Supervisors and Confidential Secretaries)
- (vii) Senior Management

**ISSUE:**

To enter into the OMERS Downsizing Plan 7 to provide early retirement benefits for our employees at no cost to the Board.

**RECOMMENDATION:**

That the Board approve the Resolution to authorize Supplementary Downsizing Benefits under the Ontario Municipal Employees Retirement System effective from 1994 01 01 until 1995 12 31 as presented:

**RATIONALE:**

To assist the Board in achieving its Social Contract Expenditure Targets by providing early retirement opportunities for employees covered by the OMERS Pension Plan.





Resolution

being a Resolution, to authorize Supplementary Downsizing Benefits under the Ontario Municipal Employees Retirement System ("System")

WHEREAS by Resolution, The Board of Education for the City of Hamilton (the "Employer") has elected to participate in the Ontario Municipal Employees Retirement System;

AND WHEREAS pursuant to the Supplementary Benefits provisions of the Regulation made under the Ontario Municipal Employees Retirement System Act, R.S.O. 1990, c. 0.29, as amended, an employer who has elected to participate in the System may enter into an agreement with the Ontario Municipal Employees Retirement Board for the payment of Supplementary Downsizing Benefits in respect of all classes of the employees who are members of the System;

AND WHEREAS The Board of Education for the City of Hamilton:

has approved, by resolution, a downsizing programme that meets the following requirements:

1. It was introduced as a result of financial pressures or constraints;
2. It aims to reduce the financial obligations of the employer by reducing the number of employees or the number of hours worked by employees;
3. It includes early retirement guidelines and a restructuring plan setting out the manner in which the employer intends to carry out the downsizing.

it is hereby enacted that:

1. The Superintendent of Human Resources and the Manager, Employee Relations are hereby authorized on behalf of The Board of Education for the City of Hamilton to enter into a Supplementary Downsizing Agreement with the Ontario Municipal Employees Retirement Board for the payment of the Supplementary Benefits provided in the Supplementary Downsizing Plan set forth as Schedule 1 of the Supplementary Downsizing Agreement.
2. That the Manager, Employee Relations is hereby authorized to do such things as are necessary under the Supplementary Downsizing Agreement and to carry out the intent of the Resolution.
3. A certified copy of this Resolution shall be on file with the President of the Ontario Municipal Employees Retirement Board.
4. This Resolution shall come into force on the day of its passing.

Enacted and Passed this 16th day of December, 1993.

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Superintendent of Human Resources

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Manager, Employee Relations



1. The Commission shall have the honor to inform the Government of the Republic of the results of its work.

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13. The Commission shall have the honor to inform the Government of the Republic of the results of its work.

14. The Commission shall have the honor to inform the Government of the Republic of the results of its work.

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 12 09

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**GENERAL**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS - Nil**

**2. PERMANENT STAFF APPOINTMENTS - Nil**

**3. PROMOTIONS**

(a) That John Moffat be promoted to the position of Field Supervisor - Grade 12 (Administrative Staff), effective 1993 11 01 with salary according to the salary schedule.

**Replacement**

**4. INTERNAL APPOINTMENTS**

(a) That the secondment of Halina Sims (E) to the position of Staffing Coordinator be extended, effective 1994 01 01 to 1994 06 30.

**5. TIMETABLE CHANGES - Nil**

**6. RETIREMENTS - Nil**

**7. LEAVING EMPLOYMENT**

(a) That the date for the following staff to leave the employ of the Board be approved:

Nettie McDougall (Assistant Caretaker, Caretaking & Maintenance Staff), 1993 11 18

**8. LEAVES - Nil**

**Leaves of Absence**

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Kelley Duckworth (Accounts Payable Clerk, Clerical and Technical Staff), 1994 02 28 to 1994 09 02

Janice Northey (Data Processing Clerk, Clerical and Technical Staff), 1994 01 10 to 1995 01 06

**Leave of Absence - Date Change**

(a) That the effective date of the Leave of Absence granted to the following staff at a previous meeting be changed:

Donna Beattie (Secretary, Clerical and Technical Staff), 1993 11 16 to 1994 05 23

**9. LONG TERM OCCASIONAL STAFF APPOINTMENTS - Nil**



10. OTHERS - Nil

Respectfully submitted,

R. W. Binns,  
Superintendent of Human Resources

dk



STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

|                            | DECEMBER 31st ACTUAL |            |            |          |          |          |          |          |          |          |          |          | 1993 ACTUALS |          |          |          |          |           |  |  |  |  |  |  | 1993 BUDGET |  |
|----------------------------|----------------------|------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|----------|----------|----------|----------|-----------|--|--|--|--|--|--|-------------|--|
|                            | 1987                 | 1988       | 1989       | 1990     | 1991     | 1992     | JAN      | FEB      | MAR      | APR      | MAY      | JUNE     | JULY         | AUG      | SEPT     | OCT      | NOV      | DEC       |  |  |  |  |  |  |             |  |
| Admin & Support Staff      | 432.24               | 470.64     | 492.54     | 493.54   | 486.71   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 452.66   | 454.66       | 454.66   | 451.66   | 451.66   | 451.66   | 451.76    |  |  |  |  |  |  |             |  |
| Co-ordinators/Consultants  | 75.00                | 75.57      | 75.67      | 74.67    | 65.67    | 60.00    | 60.00    | 60.00    | 60.00    | 60.00    | 60.00    | 60.00    | 60.00        | 60.00    | 59.00    | 59.00    | 59.00    | 59.00     |  |  |  |  |  |  |             |  |
| Teachers - Elementary      | 1,417.75             | 1,499.45   | 1,593.15   | 1,629.35 | 1,660.75 | 1,657.60 | 1,659.60 | 1,659.60 | 1,659.60 | 1,659.60 | 1,660.10 | 1,660.10 | 1,660.10     | 1,660.10 | 1,637.75 | 1,637.75 | 1,637.75 | 1,641.60  |  |  |  |  |  |  |             |  |
| Secondary - Composite      | 741.83               | 757.50     | 795.00     | 841.00   | 850.67   | 861.33   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67   | 858.67       | 858.67   | 839.67   | 839.67   | 839.67   | 838.33    |  |  |  |  |  |  |             |  |
| - Vocational               | 160.90               | 160.07     | 146.00     | 116.67   | 107.67   | 100.67   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33   | 101.33       | 101.33   | 87.00    | 87.00    | 87.00    | 90.67     |  |  |  |  |  |  |             |  |
| - Vanier                   | 31.50                | 33.00      | 34.00      | 33.50    | 34.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00    | 35.00        | 35.00    | 36.00    | 36.00    | 36.00    | 37.00     |  |  |  |  |  |  |             |  |
| Elementary TR              | 29.00                | 26.00      | 24.00      | 20.00    | 16.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00    | 14.00        | 14.00    | 13.00    | 13.00    | 13.00    | 14.00     |  |  |  |  |  |  |             |  |
| Secondary TR               | 7.00                 | 8.00       | 7.00       | 9.67     | 14.67    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33    | 15.33        | 15.33    | 12.67    | 12.67    | 12.67    | 15.33     |  |  |  |  |  |  |             |  |
| Lunchroom - Elementary     | 92.80                | 102.50     | 115.10     | 112.30   | 118.50   | 82.86    | 83.14    | 83.14    | 83.28    | 83.28    | 83.32    | 83.32    | 83.32        | 83.32    | 84.39    | 84.82    | 85.25    | 88.50     |  |  |  |  |  |  |             |  |
| - Secondary                | 7.30                 | 7.00       | 7.00       | 7.00     | 7.00     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36     | 7.36         | 7.36     | 7.64     | 7.64     | 7.64     | 7.36      |  |  |  |  |  |  |             |  |
| - Vocational               | 3.10                 | 3.00       | 2.60       | 2.14     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00     | 2.00         | 2.00     | 1.71     | 1.71     | 1.71     | 2.00      |  |  |  |  |  |  |             |  |
| Bus Supervisors            | 13.90                | 14.40      | 16.50      | 17.68    | 16.71    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86    | 15.86        | 15.86    | 16.82    | 16.82    | 17.25    | 15.86     |  |  |  |  |  |  |             |  |
| Educational Assistants     | 154.00               | 172.00     | 216.50     | 221.50   | 223.50   | 250.50   | 250.50   | 250.50   | 227.00   | 227.00   | 227.50   | 227.50   | 227.50       | 227.50   | 232.17   | 232.17   | 232.17   | 217.00    |  |  |  |  |  |  |             |  |
| Lunchroom Assistants       | 5.71                 | 6.00       | 6.43       | 6.56     | 6.56     | 7.12     | 7.12     | 7.12     | 4.12     | 4.12     | 4.12     | 4.12     | 4.12         | 4.12     | 4.12     | 4.12     | 4.12     | 7.12      |  |  |  |  |  |  |             |  |
| Ctks/Maint/Whs/Asbestos    | 210.00               | 217.00     | 218.00     | 220.00   | 219.00   | 214.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00   | 213.00       | 213.00   | 213.00   | 213.00   | 213.00   | 213.00    |  |  |  |  |  |  |             |  |
| Cleaners/Cooks             | 333.00               | 340.00     | 347.00     | 351.00   | 360.00   | 347.00   | 331.00   | 331.00   | 331.00   | 326.00   | 326.00   | 323.00   | 319.00       | 319.00   | 319.00   | 313.00   | 313.00   | 336.00    |  |  |  |  |  |  |             |  |
| Recoverable - Teachers     | 34.25                | 34.92      | 33.92      | 41.25    | 41.75    | 41.05    | 41.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55    | 40.55        | 40.55    | 36.55    | 36.55    | 38.05    | 40.55     |  |  |  |  |  |  |             |  |
| - Consultants              |                      | 0.33       | 0.33       | 0.33     | 0.33     |          |          |          |          |          |          |          |              |          |          |          |          |           |  |  |  |  |  |  |             |  |
| - Clerical                 |                      |            |            | 0.50     |          |          |          |          |          |          |          |          |              |          |          |          |          |           |  |  |  |  |  |  |             |  |
| - Educ Assist              | 1.00                 | 1.00       | 1.00       |          |          |          |          |          |          |          |          |          |              |          | 4.33     | 4.33     | 4.33     |           |  |  |  |  |  |  |             |  |
| Full Time Equiv. Positions | 3,750.28             | 3,928.98   | 4,131.74   | 4,198.66 | 4,231.49 | 4,164.34 | 4,150.12 | 4,147.12 | 4,120.76 | 4,115.76 | 4,116.80 | 4,113.80 | 4,111.80     | 4,111.80 | 4,056.48 | 4,050.91 | 4,053.27 | 4,075.08  |  |  |  |  |  |  |             |  |
| Number Of Employees        |                      |            |            | 4,805    | 4,861    | 4,829    | 4,816    | 4,813    | 4,778    | 4,773    | 4,774    | 4,771    | 4,769        | 4,769    | 4,708    | 4,705    | 4,707    | 4,735     |  |  |  |  |  |  |             |  |
| Lunchroom Enrolment        | 13,000 est           | 14,000 est | 15,000 est | 15,571   | 16,618   | 17,432   | 17,491   | 17,491   | 17,491   | 17,491   | 17,516   | 17,516   |              |          | 17,877   | 17,943   | 18,003   | 17,816    |  |  |  |  |  |  |             |  |
| Enrolment - Elementary     | * 24,741             | * 25,007   | * 25,474   | * 25,811 | * 26,111 | * 26,387 | 26,282   | 26,264   | 26,146   | 26,144   | 26,100   | 26,073   |              |          | * 26,720 | 26,746   | 26,695   | ** 26,708 |  |  |  |  |  |  |             |  |
| - Sec Composite            | * 12,171             | * 12,213   | * 12,354   | * 12,707 | * 12,328 | * 13,001 | 12,300   | 12,227   | 11,874   | 11,627   | 11,405   | 11,258   |              |          | * 12,599 | 12,068   | 11,679   | ** 12,853 |  |  |  |  |  |  |             |  |
| - Sec Vocational           | * 1,698              | * 1,598    | * 1,453    | * 1,189  | * 950    | * 1,037  | 973      | 940      | 880      | 838      | 802      | 798      |              |          | * 910    | 858      | 797      | ** 962    |  |  |  |  |  |  |             |  |
| - Sec Vanier               | * 400                | * 407      | * 400      | * 399    | * 382    | * 465    | 442      | 448      | 443      | 433      | 430      | 430      |              |          | * 480    | 467      | 467      | ** 470    |  |  |  |  |  |  |             |  |
| - T. R.                    | * 243                | * 210      | * 193      | * 178    | * 160    | * 167    | 159      | 158      | 164      | 160      | 165      | 165      |              |          | * 166    | 162      | 165      | ** 159    |  |  |  |  |  |  |             |  |
| - TOTAL                    | * 39,253             | * 39,435   | * 39,874   | * 40,284 | * 39,931 | * 41,057 | 40,156   | 40,037   | 39,507   | 39,202   | 38,902   | 38,724   |              |          | * 40,875 | 40,301   | 39,803   | ** 41,152 |  |  |  |  |  |  |             |  |

\*September 30th Enrolments

\*\*September 30th Enrolment Estimates

Prepared by Human Resources

December 9, 1993







# REPORT OF SUPPLY TEACHERS - SAGE - TOTAL TO OCTOBER 31, 1993

| SECONDARY  |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 18            | 16.0                         | 174.5                     | 15.0                            | 3.5                                    | 19.0                                                    | 2.5               |                     | 31.0  | 243.0           | 327.0           | 42,923     | 15,916               | 58,839        |
| FEBRUARY   | 19            | 27.0                         | 333.5                     | 4.5                             | 8.0                                    | 10.0                                                    |                   | 4.5                 | 110.0 | 473.0           | 488.5           | 67,407     | 18,293               | 85,700        |
| MARCH      | 18            | 34.0                         | 393.0                     | 20.5                            | 3.0                                    | 10.0                                                    |                   | 1.0                 | 50.0  | 477.5           | 367.5           | 37,771     | 54,476               | 92,247        |
| APRIL      | 19            | 52.0                         | 389.5                     | 29.5                            | 21.0                                   | 24.0                                                    | 1.0               | 3.5                 | 27.0  | 495.5           | 368.0           | 49,361     | 38,627               | 87,988        |
| MAY        | 20            | 145.0                        | 313.0                     | 77.5                            | 19.0                                   | 25.0                                                    | 3.0               | 10.5                | 31.0  | 479.0           | 559.5           | 57,107     | 94,586               | 151,693       |
| JUNE       | 18            | 183.0                        | 258.0                     | 9.0                             |                                        | 12.5                                                    | 0.5               | 1.0                 | 22.5  | 303.5           | 257.0           | 20,481     | 77,607               | 98,088        |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  | 18            | 13.0                         | 275.5                     |                                 | 4.5                                    | 6.0                                                     | 1.0               | 5.5                 | 52.5  | 345.0           | 171.0           | 51,616     | 62                   | 51,678        |
| OCTOBER    | 20            | 31.0                         | 315.0                     | 17.5                            | 10.0                                   | 28.5                                                    | 1.0               |                     | 53.0  | 425.0           | 344.5           | 29,471     | 67,158               | 96,629        |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 501.0                        | 2452.0                    | 173.5                           | 69.0                                   | 135.0                                                   | 9.0               | 26.0                | 377.0 | 3241.5          | 2883.0          | 356,137    | 366,725              | 722,862       |
| % Of Total |               |                              | 75.6                      | 5.4                             | 2.1                                    | 4.2                                                     | 0.3               | 0.8                 | 11.6  |                 |                 |            |                      |               |

| ELEMENTARY |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
|------------|---------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|---------------------|-------|-----------------|-----------------|------------|----------------------|---------------|
| MONTH      | Teaching Days | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Feder-ation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense |
| JANUARY    | 20            | 24.5                         | 1530.0                    | 22.0                            | 12.5                                   | 31.0                                                    | 54.5              | 3.0                 | 51.0  | 1704.0          | 1498.0          | 216,497    | 49,889               | 266,386       |
| FEBRUARY   | 18            | 38.0                         | 1419.5                    | 9.5                             | 15.0                                   | 36.0                                                    | 64.0              | 7.5                 | 63.5  | 1615.0          | 1683.0          | 181,061    | 124,074              | 305,135       |
| MARCH      | 17            | 14.0                         | 1119.5                    | 6.5                             | 9.0                                    | 33.5                                                    | 64.0              | 5.0                 | 41.5  | 1279.0          | 1201.5          | 113,202    | 118,687              | 231,889       |
| APRIL      | 20            | 51.0                         | 1371.5                    | 11.0                            | 34.0                                   | 74.0                                                    | 107.5             | 13.0                | 88.5  | 1699.5          | 1453.0          | 191,609    | 69,531               | 261,140       |
| MAY        | 19            | 103.0                        | 1214.0                    | 19.5                            | 20.0                                   | 49.5                                                    | 55.5              | 36.5                | 50.0  | 1445.0          | 1461.5          | 142,956    | 65,978               | 208,934       |
| JUNE       | 20            | 347.5                        | 1235.5                    | 39.0                            | 7.5                                    | 32.0                                                    | 52.0              | 9.0                 | 39.0  | 1414.0          | 924.0           | 147,473    | 103,596              | 251,069       |
| JULY       |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| AUGUST     |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| SEPTEMBER  | 17            | 10.0                         | 862.0                     | 15.5                            | 1.0                                    | 8.5                                                     | 21.5              | 2.0                 | 77.5  | 988.0           | 689.0           | 129,175    | 1,365                | 130,540       |
| OCTOBER    | 20            | 11.5                         | 1204.0                    | 4.5                             | .5                                     | 39.5                                                    | 47.5              | 4.0                 | 57.0  | 1357.0          |                 | 87,017     | 83,914               | 170,931       |
| NOVEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| DECEMBER   |               |                              |                           |                                 |                                        |                                                         |                   |                     |       |                 |                 |            |                      |               |
| TOTALS     |               | 599.5                        | 9956.0                    | 127.5                           | 99.5                                   | 304.0                                                   | 466.5             | 80.0                | 468.0 | 11501.5         | 8910.0          | 1,208,990  | 617,034              | 1,826,024     |
| % Of Total |               |                              | 86.6                      | 1.1                             | 0.9                                    | 2.6                                                     | 4.1               | 0.7                 | 4.1   |                 |                 |            |                      |               |



## REPORT OF SUPPLY TEACHER USAGE - TOTAL TO OCTOBER 31, 1993

| SECONDARY & ELEMENTARY |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
|------------------------|------------------------------|---------------------------|---------------------------------|----------------------------------------|---------------------------------------------------------|-------------------|--------------------|-------|-----------------|-----------------|------------|----------------------|---------------|--------------|
| MONTH                  | Personal Leave Days/Contract | Personal Reasons /Illness | Field Work /Co-Instr Activities | Conf. /Seminar /Meeting Outside System | Planning /Curriculum /In-Service /Meeting Inside System | In School Meeting | Federation Matters | Other | 1993 Total Days | 1992 Total Days | \$ Expense | Long Term Occasional | Total Expense | 1993 % Spent |
| JANUARY                | 40.5                         | 1704.5                    | 37.0                            | 16.0                                   | 50.0                                                    | 54.5              | 3.0                | 82.0  | 1947.0          | 1825.0          | 259,420    | 65,805               | 325,225       |              |
| FEBRUARY               | 65.0                         | 1753.0                    | 14.0                            | 23.0                                   | 46.0                                                    | 66.5              | 12.0               | 173.5 | 2088.0          | 2171.5          | 248,468    | 142,367              | 390,835       |              |
| MARCH                  | 48.0                         | 1512.5                    | 27.0                            | 12.0                                   | 43.5                                                    | 64.0              | 6.0                | 91.5  | 1756.5          | 1569.0          | 150,973    | 173,163              | 324,136       |              |
| APRIL                  | 103.0                        | 1761.0                    | 40.5                            | 55.0                                   | 98.0                                                    | 108.5             | 16.5               | 115.5 | 2195.0          | 1821.0          | 240,970    | 108,158              | 349,128       |              |
| MAY                    | 248.0                        | 1527.0                    | 97.0                            | 39.0                                   | 74.5                                                    | 58.5              | 47.0               | 81.0  | 1924.0          | 2021.0          | 200,063    | 160,564              | 360,627       |              |
| JUNE                   | 530.5                        | 1493.5                    | 48.0                            | 7.5                                    | 44.5                                                    | 52.5              | 10.0               | 61.5  | 1717.5          | 1181.0          | 167,954    | 181,203              | 349,157       |              |
| JULY                   |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| AUGUST                 |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| SEPTEMBER              | 41.0                         | 1137.5                    | 15.5                            | 5.5                                    | 14.5                                                    | 22.5              | 7.5                | 130.0 | 1333.0          | 860.0           | 180,791    | 1,427                | 182,218       |              |
| OCTOBER                | 11.5                         | 1519.0                    | 22.0                            | 10.5                                   | 68.0                                                    | 48.5              | 4.0                | 110.0 | 1782.0          | 344.5           | 116,488    | 151,072              | 267,560       |              |
| NOVEMBER               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| DECEMBER               |                              |                           |                                 |                                        |                                                         |                   |                    |       |                 |                 |            |                      |               |              |
| TOTALS                 | 1100.5                       | 12408.0                   | 301.0                           | 168.5                                  | 439.0                                                   | 475.5             | 106.0              | 845.0 | 14743.0         | 11793.0         | 1,565,127  | 983,759              | 2,548,886     | 89.0         |
| % Of Total             |                              | 84.2                      | 2.0                             | 1.1                                    | 3.0                                                     | 3.2               | 0.7                | 5.7   |                 |                 |            |                      |               |              |

1993 BUDGET  
\$2,865,000



1993 12 09.

TO: The Chairman and Members  
Personnel & Organization Committee

FROM: Debbie Russon, Manager, Employee Relations and  
Rick Binns, Superintendent of Human Resources

RE: Change in Carrier for Employee Benefit Coverages

REPORT CLASSIFICATION: Decision

## BACKGROUND

In September, 1993, Kenneth G. Brown Associates, Benefit Consultants for the Board, undertook a market survey of the benefit plans for hospital, medical, dental, and group life insurance. Also included in the market survey was long term disability coverage for employee groups who were enrolled in the Sun Life Plan.

The purpose of the tender was to:

1. Examine the competitiveness of the current carrier and to examine alternatives.
2. To examine methods of reducing the Board's annual benefit costs, both short and long term.
3. To satisfy provincial guidelines with respect to the tendering of employee benefit plans. (Provincial guidelines require tendering every five years.)

Twenty-five companies received the tender specifications (Appendix A). Out of the twenty-five companies, nineteen declined to quote. The primary reason for their inability to quote was that they were unable to offer a more attractive package than the current arrangements. Five companies submitted quotes on the business and one additional company submitted a quote only on the long term disability coverage.

In analyzing the quotations received, criteria such as duplication of specifications, annual cash flow (premiums plus deposits), plan charges/retention, capability to provide service and costs of changing carriers was used. Based on Kenneth G. Brown & Associates analysis, Aetna Canada and Blue Cross were removed from further consideration.

## ISSUE

To select the insurance carrier(s) that offers the best value for services rendered.



Page 2.

## RATIONALE

Based on their analysis, Kenneth G. Brown Associates is recommending that Great-West Life Insurance Company be selected as the underwriters of the hospital, medical, dental and group Life insurance plans and OTIP be selected as the underwriter for long term disability benefits for the following reasons:

1. Great-West Life and Confederation Life have duplicated the current covered expenses.
2. Great-West Life offers a first year cash flow level of \$353,348 less than the current carrier (Appendix "B"). Although Confederation Life offers a slightly lower cash flow, (\$44,650 lower) it is important only from a short term perspective as future rates will reflect actual claims usage and retention expenses.

Considering costs beyond the first year the carrier's operating expenses, charges (retention) are of prime importance since any surplus cash flow is ultimately refundable to the Board. Great-West Life offers the lowest retention charges both on a short term and five year basis. First year costs are \$42,830 less than Confederation Life and after five years remains at nearly \$4,000 less than Confederation Life.

3. All carriers are known for superior service. However, Great-West is the only major insurance carrier that offers a Hamilton claims office. This will provide the Board's staff with an opportunity to improve service and minimize problems.
4. With respect to Long Term Disability, The Ontario Teachers Insurance Plan (OTIP) has offered the most competitive proposal both from a cost standpoint and the plan itself. OTIP does require some plan changes, however, in balance, they have offered a superior product. OTIP is also known for their superior service.

## RECOMMENDATIONS:

1. That effective 1994 03 01, Great-West Life be selected as the underwriter of the Life Insurance, Hospitalization, Medical and Dental Plans.
2. That effective 1994 03 01, Ontario Teachers' Insurance Plan (OTIP) be selected as the underwriter of the Optional Long Term Disability Plan for the Professional Administrative Support Services, Senior Management and the O.S.S.T.F., Office, Technical and Clerical Bargaining Unit.



APPENDIX "A"

CARRIERS RECEIVING TENDER SPECIFICATIONS

COMPANIES WHO DECLINED TO QUOTE

Canada Life Assurance Company  
 CIGNA Life Insurance Company of Canada  
 Co-Operators Life Insurance Company  
 Crown Life Insurance Company  
 Green Shield Canada  
 Laurentian-Imperial Company  
 London Life Insurance Company  
 Manufacturers Life Insurance Company  
 Maritime Life Assurance Company  
 Metropolitan Life Insurance Company  
 Mutual Life Assurance Company of Canada  
 Mutual of Omaha Insurance Company  
 North American Life Assurance Company  
 Paul Revere Life Insurance Company  
 Prudential Group Assurance Company of  
 England  
 Prudential Insurance Company of America  
 Standard Life Assurance Company  
 Unum Life Insurance Company  
 Zurich Life Insurance Company of Canada

COMPANIES WHO SUBMITTED A QUOTE

Aetna Canada  
 Blue Cross  
 Confederation Life Assurance Co.  
 Great-West Life Assurance Company  
 Ontario Teachers Insurance Plan  
 Sun Life Assurance Company



## APPENDIX "B"

## ANNUAL CASH FLOW SUMMARY - ALL BENEFITS

|                      | ** PROPOSED<br>SUN LIFE | GREAT<br>WEST |
|----------------------|-------------------------|---------------|
| Total Life Insurance | \$ 927,699              | \$ 570,496    |
| Total Medical/Dental | 5,341,740               | 5,345,595     |
|                      | <hr/>                   | <hr/>         |
|                      | \$6,269,439             | \$5,916,091   |
|                      | <hr/>                   | <hr/>         |

Annual Difference \$353,348

\*\* Cash Flow is based upon premium rates that will be in effect at renewal date, January 1, 1994.

Education Centre  
100 Main Street West  
Hamilton, Ontario  
1993 12 09

To The Chairman and Members  
Personnel and Organization Committee  
Hamilton Board of Education

Ladies and Gentlemen:

**ELEMENTARY/SECONDARY**

I have the honour to present the following recommendations for your approval:

**1. PROBATIONARY STAFF APPOINTMENTS - Nil**

**2. PERMANENT STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Permanent Staff, effective, 1994 01 01, with salary according to the salary schedule:

Cynthia Goodridge (E)  
Keith Mayner (E)  
Lisa Savage (E)

**3. PROMOTIONS - Nil**

**4. INTERNAL APPOINTMENTS**

(a) That the appointment of Eto Corcione to the position of Principal of an Elementary School, on a temporary basis, be extended effective 1994 01 01 to 1994 06 30.

**5. TIMETABLE CHANGES - Nil**

**6. RETIREMENTS**

(a) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Linda Lowrey (E), 1994 06 30  
Robert Roy (S), 1994 01 28

(b) That the resignation of the following staff for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Theresa Bradley (Secretary, Clerical and Technical Staff), (.8) 1994 03 31  
Mary Sikich (Secretary, Clerical and Technical Staff), 1994 01 07

**7. LEAVING EMPLOYMENT**

(a) That the date for the following teacher to leave the employ of the Board be approved:

Victoria Goettler (E), 1993 12 31



**8. LEAVES****Leave of Absence**

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Karen Andreychuk (E), 1993 12 17 to 1994 08 31  
 Wanda Bielak-Montemurro (S), 1993 11 15 to 1994 03 18  
 Bonnie Chapman (E), 1993 10 23  
 Leslie Forsyth (E), 1994 01 31 to 1994 08 31  
 Alisa Greve (E), 1994 01 31 to 1994 08 31  
 Louise Lieberman (E), 1993 10 07  
 Sarah Lindsay (E), 1994 01 01 to 1994 06 30 (.5)  
 Jeffrey Mackness (S), 1993 11 24 to 1993 12 17 (.5)  
 Sylvia Mackrory (E), 1994 01 01 to 1994 06 30 (.5)  
 Mary McDiarmid Campbell (E), 1994 01 10 to 1994 08 31  
 Richard Piet (S), 1994 01 31 to 1994 08 31  
 Christine Rees (E), 1993 12 28 to 1994 08 31  
 Donna Robertson (E), 1993 11 11  
 Loren Serafini (E), 1994 01 01 to 1994 08 31

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Charmaine Hanley (Educational Assistant, Educational and Lunchroom Assistant Staff), 1993 10 20 to 1994 04 26  
 Carol Labesh (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 01 03 to 1994 04 29  
 Deborah Little (Secretary, Secondary School Clerical & Secretarial Staff), 1994 01 24 to 1994 07 29

**Leave Extension**

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Kimberley Compton (E), 1993 12 13 to 1994 01 07  
 Katherine Yantzi (E), 1994 01 01 to 1994 08 31

(b) That the request of Joanne Castle (Educational Assistant, Educational and Lunchroom Assistant Staff), for an extension of her Leave of Absence, effective 1993 12 20 to 1994 03 11, be granted.

**Return from Leave of Absence**

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Timothy Chatterton (S), 1994 01 31  
 Kimberley Compton (E), 1994 01 10  
 Sharon Dorin (E), 1994 01 01  
 Jane Fletcher (E), 1993 11 15  
 Angela Leone-Camilleri (E), 1994 01 31  
 Paula Scott (S), 1994 01 01  
 Jane Sherwood (E), 1994 01 01  
 Wendy Wilson (E), 1994 01 01

**9. LONG TERM OCCASIONAL STAFF APPOINTMENTS**

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Sharon Aragian (E), 1993 10 27 to 1993 12 17 (.5)  
 Colleen Blacklock (E), 1993 10 04 to further notice  
 Joanna Crapsi (E), 1993 10 20 to 1993 10 29 (1.0)  
 1993 11 01 to 1993 12 17 (.5)  
 Jacki Dennis (E), 1993 11 16 to further notice  
 Joseph DiDonato (S), 1993 11 29 to further notice  
 Richard Donison (E), 1993 10 18 to 1994 06 17 (.5)  
 Maureen Dwyer (S), 1993 10 18 to further notice  
 Darlene Etherington-Pounder (S), 1993 10 18 to 1994 01 28  
 Elizabeth Gilmour (E), 1993 11 01 to further notice  
 Mary Goodacre (E), 1993 10 12 to 1994 02 13  
 Pauline Hewak (E), 1993 11 15 to 1994 04 29  
 Sharon Imbrogno (E), 1994 01 03 to further notice (.5)  
 Denise Jalbert (S), 1993 10 07 to 1994 01 28  
 Jennifer Kerr (E), 1993 10 12 to further notice  
 Deborah Long (E), 1993 12 06 to 1993 04 29  
 Melinda Lula (S), 1993 11 01 to further notice  
 Susan St. John (E), 1993 11 01 to 1994 05 06 (.5)  
 Allan Wadley (E), 1993 10 25 to further notice (.5)  
 Lark Walker (E), 1993 11 01 to 1994 04 29

**10. OTHERS - Nil**

Respectfully submitted,

R. W. Binns,  
 Superintendent of Human Resources

kd





**Date:** 1993 12 09

**To:** Chairman and Members  
Personnel and Organization Committee

**From:** Rick Binns, Superintendent of Human Resources

**Re:** **Report on *Elementary School Average Class Size***

**Report:** Information

**Background**

Attached is a report on class size for September 30, 1993 for the Elementary Panel (Appendix A).

This report includes:

- Historical Averages: Junior Kindergarten to Grade 8 and Special Education;
- Sizes of all classes reported by grade;
- Average class size by program;
- Comparisons of average class size by program;
- Number of split grade classes.

**Issue**

To share information with the trustees regarding elementary school average class size.

**Recommendation**

**That this report be received for information.**

**Prepared by**

Owen Jackson





ELEMENTARY SCHOOL AVERAGE CLASS SIZE  
DATA AS OF SEPTEMBER 30, EACH YEAR

| YEAR                      | JR KGN | KGN  | GR 1 | GR 2 | GR 3 | GR 4 | GR 5 | GR 6 | GR 7 | GR 8 | SP ED | GLD  | GFTD | GRADES<br>1 - 8 |
|---------------------------|--------|------|------|------|------|------|------|------|------|------|-------|------|------|-----------------|
| 1973-74                   | 17.6   | 21.8 | 24.2 | 28.5 | 28.9 | 29.9 | 30.3 | 31.0 | 30.6 | 29.3 | 7.0   | 12.9 |      | 29.06           |
| 1974-75                   | 18.3   | 22.7 | 24.0 | 28.1 | 28.5 | 29.4 | 30.0 | 30.1 | 30.8 | 29.3 | 7.1   | 12.5 |      | 28.54           |
| 1975-76                   | 18.7   | 20.9 | 23.7 | 26.5 | 27.5 | 28.3 | 28.5 | 30.1 | 29.3 | 29.1 | 7.3   | 12.3 |      | 27.76           |
| 1976-77                   | 17.9   | 20.5 | 23.6 | 26.6 | 28.1 | 28.8 | 28.7 | 29.6 | 28.5 | 28.4 | 7.7   | 12.5 |      | 27.61           |
| 1977-78                   | 18.2   | 20.9 | 23.7 | 26.8 | 27.8 | 28.3 | 28.6 | 28.1 | 28.7 | 28.7 | 7.3   | 12.7 |      | 27.47           |
| 1978-79                   | 18.4   | 20.0 | 23.7 | 26.7 | 27.8 | 29.4 | 29.1 | 29.4 | 28.5 | 27.8 | 7.1   | 12.4 |      | 27.58           |
| 1979-80                   | 18.5   | 20.2 | 23.9 | 26.8 | 27.7 | 28.6 | 29.0 | 29.0 | 28.6 | 27.2 | 7.3   | 11.9 |      | 27.44           |
| 1980-81                   | 18.9   | 21.0 | 24.4 | 26.4 | 28.3 | 28.5 | 29.7 | 30.1 | 28.2 | 27.2 | 7.3   | 11.9 |      | 27.67           |
| 1981-82                   | 18.4   | 19.7 | 23.9 | 26.5 | 27.3 | 28.7 | 29.4 | 29.6 | 28.2 | 27.7 | 7.2   | 11.7 |      | 27.51           |
| 1982-83                   | 18.5   | 20.2 | 24.3 | 26.5 | 27.1 | 29.0 | 30.2 | 29.1 | 27.5 | 28.6 | 7.4   | 11.1 |      | 27.58           |
| 1983-84                   | 17.8   | 19.8 | 23.8 | 25.8 | 27.0 | 27.3 | 27.8 | 28.9 | 28.4 | 27.5 | 7.5   | 9.8  | 19.8 | 26.87           |
| 1984-85                   | 18.0   | 19.2 | 24.0 | 25.6 | 27.2 | 27.9 | 28.7 | 28.3 | 27.7 | 28.4 | 7.6   | 9.0  | 19.8 | 27.00           |
| 1985-86                   | 18.0   | 19.7 | 24.2 | 25.4 | 26.6 | 28.0 | 28.5 | 27.1 | 28.3 | 26.3 | 7.1   | 9.5  | 17.9 | 26.62           |
| 1986-87                   | 18.2   | 20.6 | 24.0 | 25.5 | 26.7 | 27.4 | 28.4 | 27.9 | 28.6 | 26.3 | 7.8   | 9.8  | 17.1 | 26.67           |
| 1987-88                   | 17.5   | 20.6 | 24.2 | 25.2 | 26.0 | 26.7 | 27.2 | 26.8 | 27.0 | 28.0 | 7.5   | 9.8  | 16.9 | 26.20           |
| 1988-89                   | 17.9   | 19.3 | 23.6 | 24.6 | 25.3 | 26.3 | 26.8 | 25.4 | 27.1 | 26.1 | 7.4   | 8.2  | 18.4 | 25.45           |
| 1989-90                   | 17.6   | 19.2 | 21.9 | 22.8 | 24.0 | 25.1 | 26.0 | 25.0 | 25.8 | 24.1 | 7.1   | 8.2  | 19.2 | 24.11           |
| 1990-91                   | 17.9   | 19.4 | 21.8 | 22.9 | 23.9 | 24.6 | 25.9 | 24.8 | 25.2 | 25.4 | 7.2   | 8.8  | 20.5 | 24.08           |
| 1991-92                   | 17.4   | 20.0 | 22.1 | 23.3 | 23.7 | 24.6 | 25.7 | 25.2 | 24.5 | 25.8 | 7.5   | 10.4 | 19.1 | 24.15           |
| 1992-93                   | 18.7   | 19.7 | 22.6 | 23.2 | 24.0 | 25.4 | 25.6 | 25.4 | 25.2 | 25.1 | 7.4   | 11.2 | 20.2 | 24.39           |
| 1993-94                   | 19.1   | 20.6 | 23.1 | 23.7 | 24.5 | 25.3 | 26.0 | 26.0 | 25.9 | 25.9 | 7.4   | 12.0 | 18.9 | 24.90           |
| FIVE YEAR RUNNING AVERAGE |        |      |      |      |      |      |      |      |      |      |       |      |      |                 |
|                           | 18.1   | 19.8 | 22.3 | 23.2 | 24.0 | 25.0 | 25.8 | 25.3 | 25.3 | 25.3 | 7.3   | 10.1 | 19.6 | 24.3            |

file:A:ACSSMRY

Research Services Department  
Hamilton Board of Education  
October 21, 1993



file:A:1ACS

SIZES OF ELEMENTARY CLASSES BY GRADE: SEPTEMBER 30, 1993  
CITY-WIDE EXCLUDING THE COMPENSATORY EDUCATION PROGRAM

[illegible]



SIZES OF ELEMENTARY CLASSES BY GRADE: SEPTEMBER 30, 1993  
Compensatory Program Only

| CLASS<br>SIZE | JR<br>KGN | KGN   | GR 1  | GR 2  | GR 3  | GR 4  | GR 5  | GR 6  | GR 7  | GR 8  | GLD   | SP<br>ED | GFTD | TOTAL | CLASS<br>SIZE |
|---------------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------|------|-------|---------------|
| 2             |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 2             |
| 3             |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 3             |
| 4             |           |       |       |       |       |       |       |       |       |       |       | 1        |      | 1     | 4             |
| 5             |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 5             |
| 6             |           |       |       |       |       |       |       |       |       |       |       | 4        |      | 4     | 6             |
| 7             |           |       |       |       |       |       |       |       |       |       | 1     | 8        |      | 9     | 7             |
| 8             |           |       |       |       |       |       |       |       |       |       | 1     | 10       |      | 11    | 8             |
| 9             |           |       |       |       |       |       |       |       |       |       |       | 1        |      | 1     | 9             |
| 10            |           |       |       |       |       |       |       |       |       |       | 1     | 3        |      | 4     | 10            |
| 11            |           |       |       |       |       |       |       |       |       |       |       | 1        |      | 1     | 11            |
| 12            |           |       |       |       |       |       |       |       |       |       | 2     |          |      | 2     | 12            |
| 13            |           |       |       |       |       |       |       |       |       |       | 1     |          |      | 1     | 13            |
| 14            | 1         |       |       |       |       |       |       |       |       |       | 2     |          |      | 3     | 14            |
| 15            | 1         | 2     |       |       |       |       |       |       |       |       | 1     |          |      | 4     | 15            |
| 16            | 1         | 1     | 1     |       |       | 1     |       |       |       |       |       |          |      | 4     | 16            |
| 17            | 2         | 3     |       |       |       |       |       | 1     |       |       |       |          |      | 6     | 17            |
| 18            | 4         | 3     |       | 1     | 1     | 1     | 1     | 1     |       |       |       |          |      | 12    | 18            |
| 19            | 3         | 2     | 1     | 2     |       |       | 1     |       |       |       |       |          |      | 9     | 19            |
| 20            | 5         | 4     | 6     | 1     |       | 1     |       |       |       | 1     |       |          |      | 18    | 20            |
| 21            | 6         | 2     | 5     | 2     | 4     | 4     | 2     | 1     |       | 2     |       |          |      | 28    | 21            |
| 22            | 8         | 2     | 4     | 10    | 6     | 2     | 2     | 3     |       | 4     |       |          |      | 41    | 22            |
| 23            |           | 6     | 8     | 7     | 7     | 4     | 1     | 3     |       | 1     |       |          |      | 37    | 23            |
| 24            |           | 1     | 3     |       | 4     | 1     | 4     | 4     | 2     | 1     |       |          |      | 20    | 24            |
| 25            |           | 1     | 1     | 1     |       | 2     | 3     | 6     |       | 1     |       |          |      | 15    | 25            |
| 26            |           | 3     |       | 1     | 4     | 2     | 1     | 2     | 5     | 2     |       |          |      | 20    | 26            |
| 27            |           |       | 2     |       | 1     | 3     | 2     |       | 2     | 4     |       |          |      | 14    | 27            |
| 28            |           |       |       |       |       | 1     | 2     |       |       | 4     |       |          |      | 7     | 28            |
| 29            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 29            |
| 30            |           |       |       |       |       |       |       |       | 1     |       |       |          |      | 1     | 30            |
| 31            |           |       |       |       |       |       | 1     |       |       |       |       |          |      | 1     | 31            |
| 32            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 32            |
| 33            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 33            |
| 34            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 34            |
| 35            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 35            |
| 36            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 36            |
| 37            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 37            |
| 38            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 38            |
| 39            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 39            |
| 40            |           |       |       |       |       |       |       |       |       |       |       |          |      | 0     | 40            |
| T. CLSS       | 31        | 30    | 31    | 25    | 27    | 22    | 20    | 21    | 14    | 16    | 9     | 28       | 0    | 274   |               |
| T. PPLS       | 610       | 620   | 683   | 550   | 622   | 509   | 484   | 489   | 374   | 382   | 105   | 214      | 0    | 5642  |               |
| A.C.S.        | 19.68     | 20.67 | 22.03 | 22.00 | 23.04 | 23.14 | 24.20 | 23.29 | 26.71 | 23.38 | 11.67 | 7.64     |      | 20.59 |               |

SIZES OF ELEMENTARY CLASSES BY GRADE: SEPTEMBER 30, 1993  
 French Immersion Program Only

| CLASS<br>SIZE | KGN   | GR 1  | GR 2  | GR 3  | GR 4  | GR 5  | GR 6  | GR 7  | GR 8  | TOTAL | CLASS<br>SIZE |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------------|
| 2             |       |       |       |       |       |       |       |       |       | 0     | 2             |
| 3             |       |       |       |       |       |       |       |       |       | 0     | 3             |
| 4             |       |       |       |       |       |       |       |       |       | 0     | 4             |
| 5             |       |       |       |       |       |       |       |       |       | 0     | 5             |
| 6             |       |       |       |       |       |       |       |       |       | 0     | 6             |
| 7             |       |       |       |       |       |       |       |       |       | 0     | 7             |
| 8             |       |       |       |       |       |       |       |       |       | 0     | 8             |
| 9             |       |       |       |       |       |       |       |       |       | 0     | 9             |
| 10            |       |       |       |       |       |       |       |       |       | 0     | 10            |
| 11            |       |       |       |       |       |       |       |       |       | 0     | 11            |
| 12            |       |       |       |       |       |       |       |       |       | 0     | 12            |
| 13            | 1     |       |       |       |       |       |       |       |       | 1     | 13            |
| 14            |       |       |       |       |       |       |       |       |       | 0     | 14            |
| 15            |       |       |       |       |       |       |       |       |       | 0     | 15            |
| 16            |       | 1     |       |       | 1     |       |       |       |       | 2     | 16            |
| 17            | 2     |       |       |       |       |       | 1     |       |       | 3     | 17            |
| 18            | 1     | 1     |       |       |       |       |       |       |       | 2     | 18            |
| 19            | 1     |       |       |       |       |       | 1     |       |       | 2     | 19            |
| 20            | 1     |       | 1     | 1     | 1     |       |       |       |       | 4     | 20            |
| 21            | 2     | 1     |       | 1     |       | 1     |       |       | 1     | 6     | 21            |
| 22            |       | 2     | 1     |       |       |       |       | 1     | 1     | 5     | 22            |
| 23            |       | 2     |       | 1     | 2     |       | 1     |       | 1     | 7     | 23            |
| 24            |       | 2     | 4     |       | 1     |       |       |       | 1     | 8     | 24            |
| 25            |       | 1     |       | 2     |       | 1     |       |       |       | 4     | 25            |
| 26            |       |       | 1     | 1     | 2     |       |       |       |       | 4     | 26            |
| 27            | 2     |       |       | 1     |       | 1     | 1     | 3     |       | 8     | 27            |
| 28            |       |       |       | 1     | 2     |       |       |       |       | 3     | 28            |
| 29            |       |       |       |       |       |       |       | 1     | 1     | 2     | 29            |
| 30            |       |       |       |       |       |       | 1     | 1     |       | 2     | 30            |
| 31            |       |       |       |       |       |       |       |       | 1     | 1     | 31            |
| 32            |       |       |       |       |       | 1     |       |       |       | 1     | 32            |
| 33            |       |       |       |       |       |       |       |       |       | 0     | 33            |
| 34            |       |       |       |       |       |       |       |       |       | 0     | 34            |
| 35            |       |       |       |       |       |       |       |       |       | 0     | 35            |
| 36            |       |       |       |       |       |       |       |       |       | 0     | 36            |
| 37            |       |       |       |       |       |       | 1     |       |       | 1     | 37            |
| 38            |       |       |       |       |       |       |       |       |       | 0     | 38            |
| 39            |       |       |       |       |       |       |       |       |       | 0     | 39            |
| 40            |       |       |       |       |       |       |       |       |       | 0     | 40            |
| T.CLSS        | 10    | 10    | 7     | 3     | 9     | 4     | 5     | 6     | 6     | 65    |               |
| T.PPLS        | 200   | 218   | 164   | 195   | 214   | 105   | 153   | 162   | 150   | 1561  |               |
| A.C.S.        | 20.00 | 21.80 | 23.43 | 24.38 | 23.78 | 26.25 | 25.50 | 27.00 | 25.00 | 23.65 |               |





## REVIEW OF AVERAGE CLASS SIZES BY PROGRAM: SEPTEMBER 30, 1993

| 1: CITY-WIDE                                                            |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
|-------------------------------------------------------------------------|-------|-------|-------|--------|-------|-------|--------|-------|-------|-------|-------|-------|--------|-------|
|                                                                         | JRK   | KGN   | GR 1  | GR 2   | GR 3  | GR 4  | GR 5   | GR 6  | GR 7  | GR 8  | GLD   | SP ED | GIFTED | TOTAL |
| ENROLMENT                                                               | 2517  | 2777  | 2868  | 2751   | 2689  | 2709  | 2285   | 2362  | 2305  | 2123  | 204   | 839   | 264    | 26693 |
| CLASSES                                                                 | 132   | 135   | 124   | 116    | 110   | 107   | 88     | 91    | 89    | 82    | 17    | 113   | 14     | 1218  |
| A.C.S.                                                                  | 19.07 | 20.57 | 23.13 | 23.72  | 24.45 | 25.32 | 25.97  | 25.96 | 25.90 | 25.89 | 12.00 | 7.42  | 18.86  | 21.92 |
|                                                                         |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
| 2: REGULAR PROGRAM EXCLUDING FRENCH IMMERSION AND COMPENSATORY PROGRAM  |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
|                                                                         | JRK   | KGN   | GR 1  | GR 2   | GR 3  | GR 4  | GR 5   | GR 6  | GR 7  | GR 8  | GLD   | SP ED | GIFTED | TOTAL |
| ENROLMENT                                                               | 1907  | 1957  | 1967  | 2037   | 1872  | 1986  | 1696   | 1720  | 1769  | 1591  | 99    | 625   | 264    | 19490 |
| CLASSES                                                                 | 101   | 95    | 83    | 84     | 75    | 76    | 64     | 64    | 69    | 60    | 8     | 85    | 14     | 878   |
| A.C.S.                                                                  | 18.88 | 20.60 | 23.70 | 24.25  | 24.96 | 26.13 | 26.50  | 26.88 | 25.64 | 26.52 | 12.38 | 7.35  | 18.86  | 22.20 |
|                                                                         |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
| 3: COMPENSATORY PROGRAM ONLY                                            |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
|                                                                         | JRK   | KGN   | GR 1  | GR 2   | GR 3  | GR 4  | GR 5   | GR 6  | GR 7  | GR 8  | GLD   | SP ED | GIFTED | TOTAL |
| ENROLMENT                                                               | 610   | 620   | 683   | 550    | 622   | 509   | 484    | 489   | 374   | 382   | 105   | 214   |        | 5642  |
| CLASSES                                                                 | 31    | 30    | 31    | 25     | 27    | 22    | 20     | 21    | 14    | 16    | 9     | 28    |        | 274   |
| BY DIVISION                                                             | 19.68 | 20.67 | 22.03 | 22.00  | 23.04 | 23.14 | 24.20  | 23.29 | 26.71 | 23.88 | 11.67 | 7.64  |        | 20.59 |
| CONTRACT MAXIMUM A.C.S.                                                 |       |       |       | 22.35  |       |       | 23.52  |       |       | 25.20 |       |       |        |       |
|                                                                         |       |       |       | 22.275 |       |       | 23.535 |       |       | 24.75 |       |       |        |       |
|                                                                         |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
| 4: FRENCH IMMERSION PROGRAM ONLY                                        |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
|                                                                         | JRK   | KGN   | GR 1  | GR 2   | GR 3  | GR 4  | GR 5   | GR 6  | GR 7  | GR 8  | GLD   | SP ED | GIFTED | TOTAL |
| ENROLMENT                                                               |       | 200   | 218   | 164    | 195   | 214   | 105    | 153   | 162   | 150   |       |       |        | 1561  |
| CLASSES                                                                 |       | 10    | 10    | 7      | 8     | 9     | 4      | 6     | 6     | 6     |       |       |        | 55    |
| A.C.S.                                                                  |       | 20.00 | 21.80 | 23.43  | 24.38 | 23.78 | 26.25  | 25.50 | 27.00 | 25.00 |       |       |        | 23.65 |
|                                                                         |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
| 5: CITY-WIDE EXCLUDING COMPENSATORY PROGRAM (See Article 20.01, Part b) |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
|                                                                         | JRK   | KGN   | GR 1  | GR 2   | GR 3  | GR 4  | GR 5   | GR 6  | GR 7  | GR 8  | GLD   | SP ED | GIFTED | TOTAL |
| ENROLMENT                                                               | 1907  | 2157  | 2185  | 2201   | 2067  | 2200  | 1801   | 1873  | 1931  | 1741  | 99    | 625   | 264    | 21051 |
| CLASSES                                                                 | 101   | 105   | 93    | 91     | 83    | 85    | 68     | 70    | 75    | 66    | 8     | 85    | 14     | 944   |
| A.C.S.                                                                  | 18.88 | 20.54 | 23.49 | 24.19  | 24.90 | 25.88 | 26.49  | 26.76 | 25.75 | 26.38 | 12.38 | 7.35  | 18.86  | 22.30 |
|                                                                         |       |       |       |        |       |       |        |       |       |       |       |       |        |       |
| TOTAL STUDENTS BY DIVISION                                              |       |       |       | 6453   |       | 5874  |        | 3672  |       |       |       |       |        |       |
| TOTAL CLASSES BY DIVISION                                               |       |       |       | 267    |       | 223   |        | 141   |       |       |       |       |        |       |
| A.C.S. BY DIVISION                                                      |       |       |       | 24.17  |       | 26.34 |        | 26.04 |       |       |       |       |        |       |
| CONTRACT MAXIMUM A.C.S.                                                 |       |       |       | 24.75  |       | 26.15 |        | 27.50 |       |       |       |       |        |       |



NUMBER OF SPLIT GRADE CLASSES (A TEN YEAR REVIEW)  
DATA AS OF SEPTEMBER 30, EACH YEAR

| TYPE OF<br>CLASS   | NUMBER OF CLASSES BY YEAR |         |         |         |         |         |         |         |         |         | 1993-94 |
|--------------------|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|                    | 1983-84                   | 1984-85 | 1985-86 | 1986-87 | 1987-88 | 1988-89 | 1989-90 | 1990-91 | 1991-92 | 1992-93 |         |
| GR 1               | 91                        | 90      | 93      | 95      | 95      | 102     | 112     | 115     | 112     | 109     | 95      |
| GR 1/2             | 41                        | 44      | 41      | 42      | 46      | 42      | 47      | 39      | 45      | 39      | 49      |
| GR 2               | 59                        | 52      | 57      | 55      | 55      | 66      | 74      | 83      | 76      | 85      | 76      |
| GR 2/3             | 41                        | 41      | 37      | 42      | 39      | 43      | 40      | 35      | 47      | 42      | 40      |
| GR 3               | 46                        | 50      | 47      | 49      | 54      | 58      | 68      | 68      | 67      | 70      | 74      |
| GR 3/4             | 42                        | 38      | 37      | 32      | 35      | 35      | 35      | 41      | 35      | 34      | 34      |
| GR 4               | 40                        | 44      | 45      | 47      | 44      | 47      | 53      | 61      | 60      | 57      | 61      |
| GR 4/5             | 49                        | 33      | 37      | 35      | 41      | 44      | 41      | 38      | 44      | 52      | 41      |
| GR 5               | 50                        | 58      | 56      | 57      | 58      | 57      | 63      | 66      | 71      | 63      | 72      |
| GR 5/6             | 10                        | 5       | 6       | 6       | 5       | 5       | 6       | 7       | 2       | 2       | 3       |
| GR 6               | 80                        | 79      | 80      | 78      | 81      | 84      | 84      | 85      | 90      | 92      | 91      |
| GR 6/7             | 1                         | 8       | 2       | 3       | 2       | 1       | 3       | 1       | 1       | 1       | 1       |
| GR 7               | 86                        | 76      | 77      | 72      | 79      | 78      | 81      | 83      | 87      | 85      | 89      |
| GR 7/8             | 3                         | 3       | 7       | 5       | 6       | 4       | 4       | 7       | 3       | 1       | 3       |
| GR 8               | 85                        | 80      | 78      | 78      | 71      | 76      | 79      | 77      | 76      | 80      | 81      |
| TOTAL<br>CLASSES   | 724                       | 701     | 700     | 696     | 711     | 742     | 790     | 806     | 816     | 812     | 810     |
| SPLIT G<br>TOTAL   | 187                       | 172     | 167     | 165     | 174     | 174     | 176     | 168     | 177     | 171     | 171     |
| % SPLIT<br>CLASSES | 25.83%                    | 24.54%  | 23.86%  | 23.71%  | 24.47%  | 23.45%  | 22.28%  | 20.84%  | 21.69%  | 21.06%  | 21.11%  |





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